



King County Executive Branch IT
Reorganization Project

Phase 2: Transition Planning

Deliverable 17:

KCIT Employee Survey II

May, 2009



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EXECUTIVE SUMMARY

<i>About the Survey</i>	This report provides an analysis of the data gathered from the second administration of the KCIT employee survey, conducted in March and April, 2009. The survey instrument was almost identical to that used in the baseline survey in 2008, with minor improvements. Respondents rated statements on a five point scale, with 5 being strongly in agreement, 3 being neutral, and 1 being strongly in disagreement.
<i>Response Rates</i>	Response rates were comparable to the first survey administration. 45% of the KCIT staff completed the survey in 2008, and 44% completed it in 2009.
<i>Desired Result: Deliver Responsive Service</i>	<ul style="list-style-type: none">• The overall average rating of 3.2 remained unchanged• 40% of KCIT employees disagree or strongly disagree with the statements that “Senior IT Management understands our customers’ needs” and “There is an atmosphere of trust in my workplace.”
<i>Desired Result: Facilitate Information Sharing</i>	<ul style="list-style-type: none">• The overall average rating of 2.5 was unchanged since 2008. This desired result continues to have the lowest ratings across all departments. No individual department rated any statements in this cluster with an above-neutral score.
<i>Desired Result: Effective governance, clear accountability, and communication</i>	<ul style="list-style-type: none">• Slight improvements were seen across all departments to the ratings of the statements “We are held accountable for achieving goals and meeting expectations” (from 3.2 to 3.4) and “I have a clear understanding of the goals and expectations of KCIT” (from 2.8 to 3)• Central IT’s responses to this cluster of statements continued to be lower than the rankings by other departments. However, there were slight positive shifts in Central IT’s perception that employees are held accountable, have the freedom and authority to make decisions, and that KCIT values and behavioral standards are clear.• Employees who have been with the county for 2 years or less continue to be overall more positive about the statements in this cluster, and the ratings by this group improved over their 2008 ratings, from an overall average rating of 3 to a 3.6.

***Desired Result:
Recruit, deploy,
and retain skilled
workforce***

- More employees today believe that KCIT retains its most talented employees (22%) than in 2008 (13%).
- Overall job satisfaction ratings declined 9% (from 62% in 2008 to 53% in 2009) and perception of being valued by KCIT also declined (from 71% in 2008 to 63% in 2009)
- 72% of respondents indicated that they plan to continue working for KCIT in the foreseeable future, and only 7% disagreed that they plan to continue working for KCIT.
- DDES, DNRP and DAJD had the highest ratings in this cluster.
- DPH employees had the lowest average ranking for this cluster, with a rolled up ranking of 3, compared to the most satisfied departments who rated these questions 3.6 – 3.7.

Recommendations

- Increase the response rate and the significance of the next survey by extending the time between surveys to one year and stage a campaign prior to the administration of the survey to encourage participation.
- Focus near-term organization development efforts in DPH and Central IT, with an emphasis on factors that will enhance trust, improve communication, and empower staff and managers to make decisions and solve problems.

INTRODUCTION

Moving beyond Baseline

The first KCIT employee survey - conducted in late October and early November, 2008 - provided a baseline measurement against which the results of future surveys could be compared. This report reviews the results of the second administration of the employee survey, carried out in April, 2009. This second survey was intended to serve as the first of a series of “6-month check-ups” to determine what, if any, change has occurred in employee perceptions regarding four key desired results of the KCIT reorganization.

The purpose of the employee survey is to measure progress being made due to the strategies and actions that KCIT is beginning to implement such as new structures, new accountabilities, the communication plan, and culture change workshops. As time progresses the results will suggest areas that require more attention or perhaps revised approaches to improving the organizational culture of KCIT.

Survey Tied to Desired Results

The desired results of the reorganization were based on the Executive and Council Goals, and are described in some detail in Table 3 of the “Recommended Organization and Plan for Capacity Building and Transition” (March 2008).

Four of the desired results relate directly to the environment within which employees work, and the presence of supports to help employees be successful and satisfied in their jobs. The following table lists these four employee-impacting desired results and identifies the concepts connected to each which are measured by the survey:

Table 1
Desired Results and Concepts for Measurement

Selected Desired Result	Concepts to Measure
<i>Deliver responsive service to internal customers, the public, and other jurisdictions.</i>	Culture of responsiveness Culture of clear, direct, timely, and respectful communication Extent to which teams are used
<i>Facilitate information-sharing internally and externally.</i>	Internal stakeholders are consulted about decisions and know how their input is used Technical and best-practice information is shared across the departments There are good relationships between Central IT and the decentralized services
<i>Support a culture of effective governance, clear accountability, and communication.</i>	There is sense of shared accountability People know how decisions are made

Selected Desired Result

Recruit, deploy, and retain an appropriately skilled workforce.

Concepts to Measure

Workplace culture of OIRM

Career paths

Sense of staff that they belong to a single IT organization

Engagement of staff in problem solving, technical changes, and defining processes

Access to training

Methodology

The survey was designed by Strategic Learning Resources (SLR) and administered on-line by the KCIT Communications Program Manager. Rather than sending the survey through the online survey application, a link to the on-line survey was sent to IT employees by email. This approach assured that the responses of individuals were anonymous.. The survey was opened on March 31st and closed on April 21st

The results of the survey were downloaded by SLR and compiled and analyzed, using Excel. This report provides both the detailed tables downloaded directly from the survey application and the summary tables and analysis.

The survey tool, as seen on-line, is provided in Appendix A. It includes 25 statements to which employees were asked to indicate their level of agreement and four demographic questions which allowed the results to be organized by:

- department,
- length of time of employment with King County
- management or staff status, and
- represented or non-represented status.

The survey was designed to take no more than 10 minutes to complete and respondents rated statements on a five point scale, with 5 being strongly in agreement, 3 being neutral, and 1 being strongly in disagreement.

The April, 2009 survey was almost identical to the one delivered in 2008, with the exception of a change in the wording of statement #21. The prior version of that question was designed to measure a negative “I am actively looking for a job outside of King County.” To better align that question with all the other statements in the survey that are framed as positives, the question was changed to read “I plan to continue working for King County for the foreseeable future.” In addition, statement #8 was clarified with the addition of the word “IT” to read “Senior IT management communicates well with the rest of the organization.”

Framing all statements as positives allows us to compare the weighted average for any question between segments of the respondents or between questions. For example, within the group of respondents, an average rating of 3.2 would indicate that only few were in agreement, while a rating of 4.2 would indicate many more were in agreement with the statement.

RESULTS AND FINDINGS

Response Rates

The percentage of the current staff who responded to the survey declined only slightly from the October, 2008 administration (45% in 2008, 44% in 2009).

The real numbers of respondents declined compared to the 2008 administration, however, simply because KCIT has fewer employees than in Fall 2008 (518 KCIT staff in 2008, 489 in 2009). In 2008, 252 IT employees started the survey, and 235 completed it. In this March/April 2009 survey, 213 people started the survey and 198 completed it.

Departments

As Table 2, below, describes, DOT saw the biggest increase in the percentage of their employees who took the survey, and the real number of DOT respondents who completed the survey rose from 19 to 26, despite a drop in their total IT staff.

Two departments, DPH and Central IT, saw significant decreases in employee participation in the survey. Participation in those departments declined 25% and 14% respectively, as shown in Table 2.

Table 2
Response Rates by Department

	Response Rate 2008	Response Rate 2009	Change in Response Rate
Central IT	47%	33%	-14%
DAJD	60%	60%	No change
DCHS	24%	23%	-1%
DDES	60%	63%	+3%
DES	33%	33%	No change
DPH	53%	28%	-25%
DNRP	37%	35%	-2%
DOT	23%	41%	+18%

Of note is that of the 213 respondents who started the survey, 44 respondents (21%) did not indicate which department they worked in. (This is an increase from the prior survey in which only 23 respondents did not answer the department question.) However the group who did not report a department affiliation did not differ from the whole group in their average rankings of the survey questions.

Other Demographic Characteristics

The demographic composition of the respondent group changed only slightly from the 2008 survey with an increase in the number of respondents who have been with the County for more than 9 years. Small shifts are also visible in the percentage of staff who moved from the “not sure” or “non-represented” categories into the “represented” category, and the numbers

who moved from the “not sure” or “staff” groups into the “manager” categories, (as seen in Table 3) but these are not statistically significant.

Table 3
Summary of Demographic Characteristics of Survey Respondents

	2008		2009		% Change in Demographics
Question	Response Count	Response Percent	Response Count	Response Percent	
<i>I have been employed by King County for:</i>					
less than 2 years	33	15%	16	8%	-7%
2-9 years	82	36%	69	36%	No change
over 9 years	105	46%	104	55%	+9%
not sure	7	3%	1	1%	-2%
	227		190		
<i>I am:</i>					
represented	168	74%	147	78%	+4%
non-represented	49	22%	39	21%	-1%
not sure	9	4%	2	1%	-3%
	226		188		
<i>I am:</i>					
a manager or supervisor	41	18%	40	21%	+3%
staff	171	76%	145	77%	+1%
not sure	13	6%	4	2%	-4%
	225		189		

Responses by Desired Results

The following looks at the responses by desired result. There are many different ways to ‘slice and dice’ the responses: by department, Central IT versus decentralized services, the length of time that an employee has been with King County, whether they are in a manager or staff position, or whether they are represented or not. The detailed results, organized in these various ways, are found in the Appendices. The key differences or similarities of the responses when looked at in these segments are called out in the following.

Desired Result:
Deliver responsive service to internal customers, the public, and other jurisdictions

This set of survey questions identifies whether employees:

- experience trust in the workplace,
- can take action to resolve problems without many formal approvals,
- have the resources they need to provide excellent customer service,
- work as part of a team, and
- believe that customer needs are a top priority and that Senior IT management understands those needs.

Overall

If one looks at the combined responses of all respondents to this cluster of questions, the average response remained at 3.2, the same slightly above ‘neutral’ ranking as in the 2008 survey. Some responses of note:

- The number of respondents who report working as a member of one or more teams continues to be very high, at 83%.
- As in the prior survey, the statement “Senior IT Management understands our customers’ needs” received the lowest average score, with 40% of respondents expressing disagreement or strong disagreement with the statement. However, the group of respondents who agreed or strongly agreed with the statement grew from 26% in 2008 to 31%, perhaps indicating a small movement from “neutral” to “positive.”
- Similarly, 40% of respondents disagreed or strongly disagreed with the statement “There is an atmosphere of trust in my workplace.” The overall response to this statement is slightly more negative than in the 2008 survey (38% in 2008).

*Central IT vs.
Decentralized IT*

When one looks at the responses in more detail, one learns that employees in Central IT continue to be more likely to disagree with statements related to responsive service than employees in the departments, even though neither group is very positive. Table 4 demonstrates, however, that while the average ratings for responsive service were unchanged since the 2008 survey in the Decentralized departments, the Central IT averages rose slightly on issues of being able to resolve problems and having the resources needed to provide excellent customer service.:

Table 4
Comparison of Central and Decentralized IT
Desired Result: Responsive Service

	Central IT Average		Decentralized Services Average	
	2008	2009	2008	2009
There is an atmosphere of trust in my workplace.	2.6	2.6	3.2	3.2
I can take action to resolve problems without the need for many formal approvals.	2.6	2.8	3.2	3.2
I have the resources I need to provide excellent customer service.	2.8	2.9	3.3	3.3

As in the prior survey, DDES continues to stand out as having particularly positive responses to these three questions. However, their average agreement has declined slightly from 4.3 in 2008 to 4 in April, 2009.

*Impact of length of
employment*

As with the prior survey, employees with the shortest time working for the county were the most positive average responses to this cluster of questions,

with an average rating of 3.5, compared to the 3.1 - 3.2 average ratings given by staff with longer tenure.

Desired Result:
*Facilitate
information-sharing
internally and
externally*

This set of survey questions identifies whether employees agree that:

- employee input is considered before important decisions or changes are made.
- senior IT management communicates well with the rest of the organization.
- information and knowledge are shared openly and frequently across King County IT.
- IT staff work cooperatively with each other throughout King County IT to meet customer needs.

Overall

As was the case in the 2008 survey, respondents rated the group of statements connected to this desired result lower than those of any other desired result. Facilitation of information-sharing remains the only desired result that has an overall average rating below neutral, with an overall average rating of 2.5, slightly lower than in 2008:

- As before, only 17% agreed or strongly agreed that information is shared openly and frequently across IT.
- Over half of employees (55%) continue to disagree or strongly disagree that employee input is considered before important decisions are made.

Overall, there were no significant changes in the ratings of most of the statements in this cluster, though in one area there was slight improvement: the percent of employees who thought that IT staff work cooperatively with each other throughout King County increased by about 5%.

*Central IT vs.
Decentralized IT*

As was the pattern in the 2008 survey, this survey showed that the level of disagreement with this cluster of statements is somewhat higher in Central IT (average 2.4) than in the departments (average 2.9). As before, no individual department scored any of these statements with an above-neutral average score.

*Variation by Type
of Position*

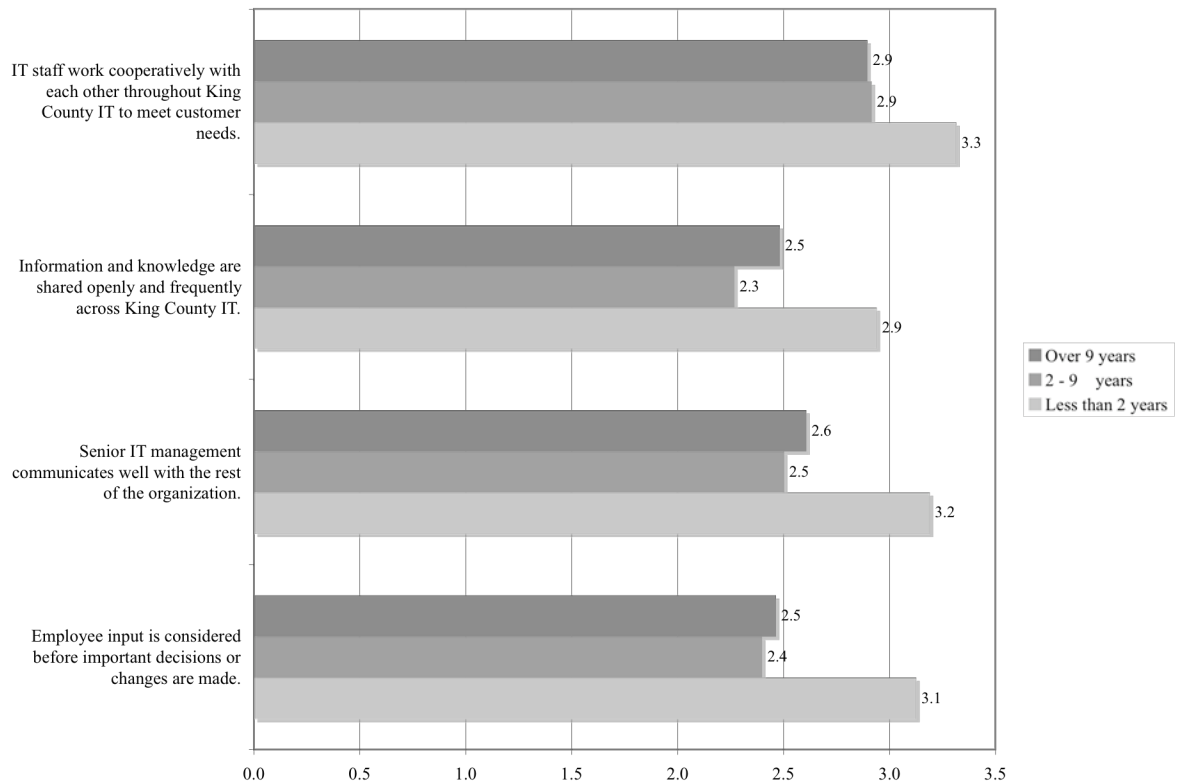
As in the prior survey, represented and/or staff employees remained slightly less positive than non-represented and/or management employees about information sharing. The only exception to this pattern, and a shift from the prior survey, was that staff were slightly more positive than managers about the statement “staff work cooperatively throughout KCIT.”

*Variation by
Time Employed by
King County*

As in the 2008 survey, employees who have been with the County for less than 2 years were more positive than longer term employees in their responses to all four questions in this cluster. Their level of agreement in fact rose slightly from an average rating of 2.8 in 2008 to an average rating of 3.1. Employees with more than 9 years with the county also rated all four questions slightly higher than in 2008.

As shown in Figure 1, the shorter period of time they have worked for King County, the more likely they are to feel they have input, that senior management communicates, and that information is shared across King County IT.

Figure 1
Average Response to Information Sharing Questions
By Length of Time Employed by King County



Desired Result:
Support a culture of effective governance, clear accountability, and communication

This set of survey questions addresses whether employees agree:

- they are held accountable for achieving goals and meeting expectations,
- they are empowered and encouraged to solve problems on their own,
- they have the freedom and authority to make necessary decisions,
- they have a clear understanding of the goals and expectations of King County IT, and
- they have a clear understanding of the values and behavioral standards for King County IT.

Overall

The average response to the statements in this cluster remains firmly neutral at 3.1. Though the overall average is the same as in 2008, there was slightly more agreement than in 2008 with the statements “We are held accountable for achieving goals and meeting expectations” (from 3.2 in 2008 to 3.4 in 2009) and “I have clear understanding of the goals and expectations of KCIT” (from 2.8 in 2008 to 3 in 2009)

Looking at the responses as a whole, some things are of note:

- 55% of all employees feel they are held accountable and almost the same number (48%) feel they are empowered to solve problems, but only 33% of respondents feel they have the freedom and authority to make decisions.
- Employees are divided in roughly thirds as to whether they understand the goals and expectations of King County IT, don’t have an understanding, or are ‘neutral’.

Central IT vs. Decentralized IT

The Accountability and Communication cluster continues to be an area in which Central IT’s responses are consistently and significantly lower than those of employees in other departments. However, it is worth noting that the only measurable changes in this area since the 2008 survey were slight positive shifts in Central IT in the areas of accountability for goals, decision-making authority, and understanding of values and standards.

Table 5
Comparison of Central and Decentralized IT
Desired Result: Accountability and Communication

	Central IT Average		Decentralized Services Average	
	2008	2009	2008	2009
We are held accountable for achieving goals and meeting expectations.	2.8	3.2	3.5	3.5
Employees are empowered and encouraged to solve problems on their own.	2.8	2.8	3.3	3.3
Employees are given the freedom and authority they need to make necessary decisions.	2.4	2.6	3.1	3.1
I have a clear understanding of the values and behavioral standards for KCIT	2.9	3.1	3.1	3.1

Within the decentralized services, DAJD and DDES employees are most likely to be in agreement with the questions in this group, and DNRP employees also feel relatively accountable and empowered. Compared to the 2008 survey, the average rankings rose almost a full point in DAJD, and rose slightly in DPH (from 2.9 to 3.2) and Central IT (from 2.7 to 2.9). In DOT, the average rating declined from 3.4 to 3.1. None of the other departments registered any significant change from the 2008 survey.

Variation by Type of Position

As in the 2008 survey results, in this arena there are only slight differences between managers/supervisors and staff (and represented and non-represented employees), except for the question regarding clarity about goals and expectations – where managers and supervisors and non-represented staff are more likely to agree that they have a clear understanding.

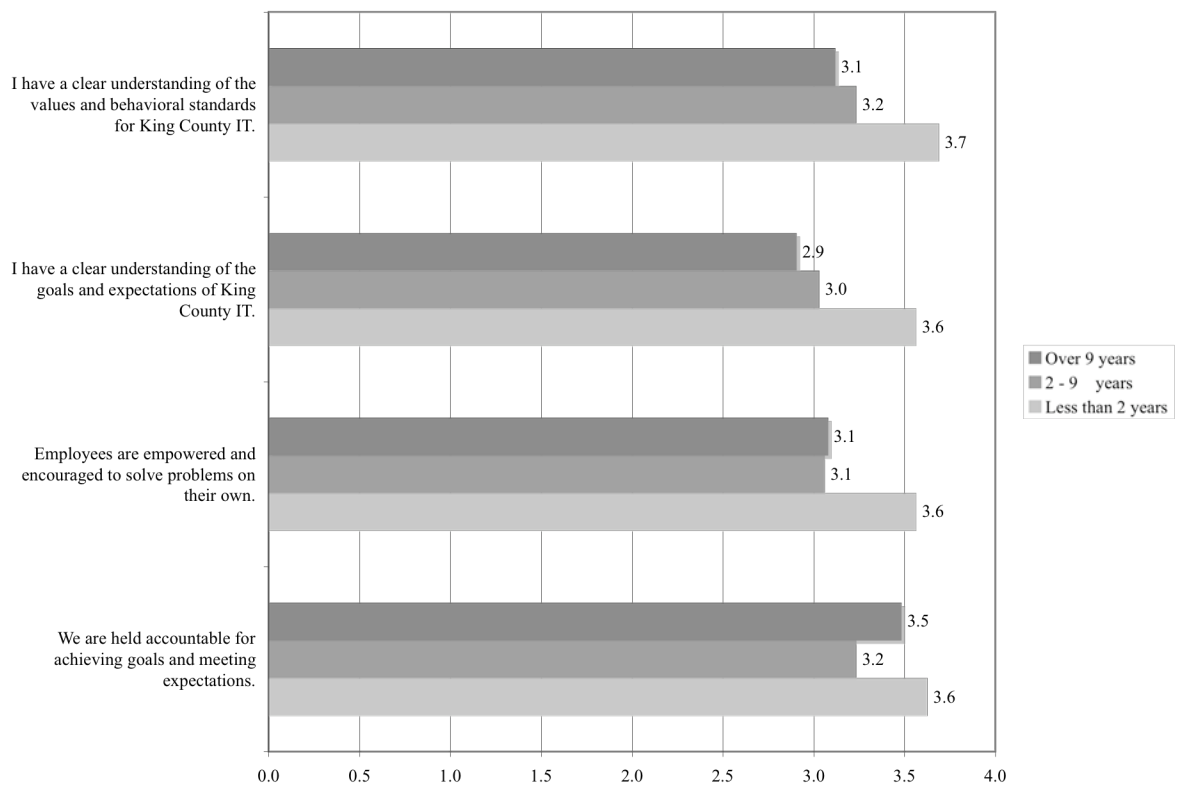
Variation by Time Employed by King County

As with the information-sharing cluster, those who have been employed by KCIT for less than 2 years rate the statements in the accountability and communication cluster significantly higher than their counterparts with longer tenure. This represents a shift from the 2008 data, in which the “more than 9 year” group were the most positive on both the empowerment and the accountability statements.

In addition, the “less than 2 years” group increased their average ratings of all questions in this cluster significantly compared to 2008. This short-timers group moved from a firmly neutral average rating of 3 in 2008 to a more positive average rating of 3.6 for all statements in the accountability cluster.

Respondents who have been with the county for more than 9 years differ from those in the 2-9 year bracket only slightly, except that they are significantly more likely than their 2-9 year colleagues to feel that they are held accountable for goals.

Figure 2
Average Responses to Accountability & Culture Questions
By Length of Time Employed by King County



Recruit, deploy, and retain an appropriately skilled workforce

This set of survey questions addresses whether employees agree:

- they are satisfied with their job,
- the work they do makes a difference to King County,
- their talents and skills are valued at work,
- their job does not cause them stress or anxiety,
- the amount and scope of their work is reasonable,
- they feel like they are a part of the Office of King County Information Technology,
- the County retains its most talented IT employees,

- they know what to do to be successful in their position, and
- they feel supported in the area of professional development.

Overall

Average ratings rolled up for all questions rose marginally in this cluster compared to the prior survey (from 3.1 to 3.2). The biggest overall positive change since 2008 was in the level of agreement with the statement that KCIT retains its most talented employees (from 13% agreement in 2008 to 22%).

There were also overall downturns in some ratings, the most significant of which were an overall decline in job satisfaction ratings (from 62% agreement in 2008 to 53% in 2009) and a decline in perception of being valued (from 71% agreement in 2008 to 63% in 2009).

As noted earlier, the question regarding intentions to continue working for KCIT was changed from the negatively phrased 2008 statement “I am actively seeking work” to the positive 2009 statement “I plan to continue working for KCIT for the foreseeable future.” In the current survey, 72% of respondents indicated a plan to stay with KCIT, and only 7% disagreed that they planned to continue working for the county. In 2008, 52% of respondents disagreed that they were actively seeking work and 16% said they were currently seeking other employment. Although the questions were changed, this appears to indicate a movement toward higher levels of intention to continue working for KCIT, and lower levels of intention to leave.

Central IT vs. Decentralized IT

Neither Central nor the Decentralized departments registered any significant shifts from the prior survey. As before, Central IT employees tend to be less positive than those in departments. The notable, and not surprising, exception is that Central IT employees are much more likely to feel part of the overall IT organization.

Table 6
Comparison of Central and Decentralized IT
Desired Result: Recruitment and Retention

	Central IT Average		Decentralized Services Average	
	2008	2009	2008	2009
I am very satisfied with my job.	3.3	3.2	3.7	3.7
The work I do makes a difference to King County.	3.8	3.9	4.2	4.2
My talents and skills are valued at work.	3.5	3.3	3.8	3.8
I feel like I am a part of the Office of King County Information Technology.	3.3	3.3	2.3	2.3

*Variation by
Department*

As in the prior survey, there are marked gaps between the departments with the highest and lowest rankings. At the most satisfied end of the spectrum, DDES and DNRP continued to have strongly positive rankings in this cluster (with rolled up averages of 3.7 and 3.6 respectively), and DAJD increased markedly from an average of 3.3 in 2008 to a 3.7 in the current survey.

Though DAJD was relatively satisfied overall, and reported strong agreement that they make a difference and are valued and satisfied, they also reported the highest levels of stress and anxiety and the lowest sense of being supported in professional development.

Among departments, DPH employees registered the lowest average rankings for 6 of the 10 questions in this cluster, and registered the lowest overall ranking for the cluster as a whole with an average rolled-up ranking of 3. DOT and Central responded with only slightly higher rankings (3.1 and 3.2 respectively).

*Variation by
Type of Position*

Following the pattern of the 2008 survey, employees who identified themselves as non-represented employees and/or holding a manager/supervisor position differed from represented and staff level employees significantly in respect to one group of questions, where they tended to have a much more positive outlook as shown in Table 7. However the represented group registered slightly higher average responses in this survey compared to their answers in 2008.

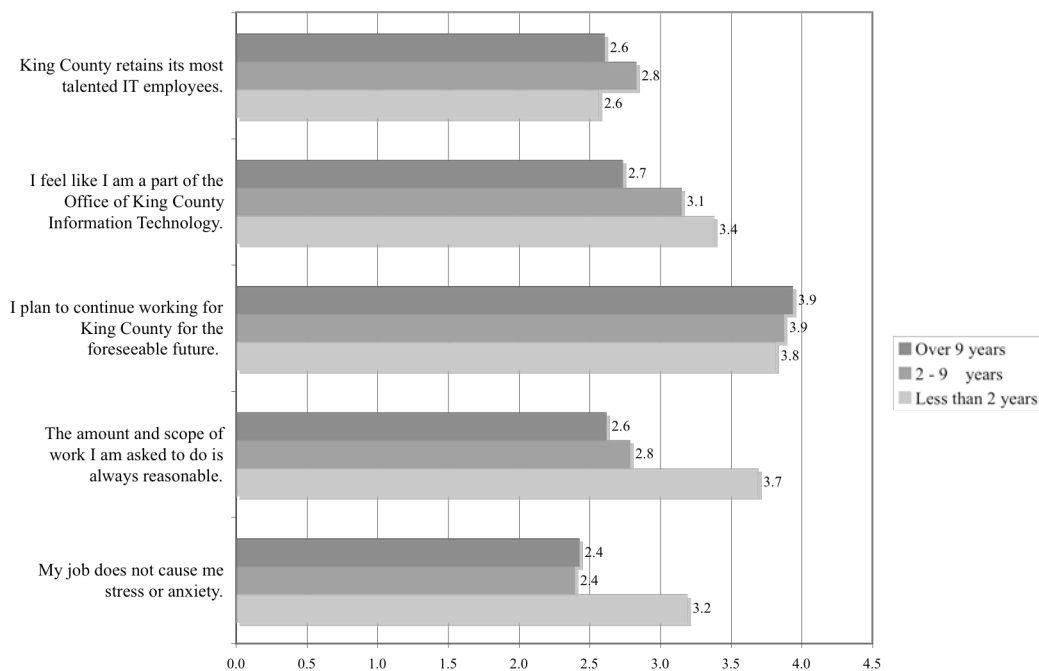
Table 7
Comparison of Represented and Non-Represented IT Staff
Desired Result: Recruitment and Retention

	Represented Staff Average		Non-Represented Staff Average	
	2008	2009	2008	2009
I am actively looking for a job outside of King County.	2.5	--	1.9	--
I plan to continue working for King County for the foreseeable future.	--	3.8	--	4.2
I feel like I am a part of the Office of King County Information Technology.	2.6	2.8	3.5	3.6
The County retains its most talented IT employees.	2.4	2.6	2.8	2.9
I know what I need to do to be successful in my position in King County IT.	3.3	3.4	3.8	3.8
I feel supported in my professional development.	2.8	2.9	3.4	3.5

*Variation by
Time Employed by
King County*

As with many other parts of the survey, length of time with the County influences employee perspectives. As in the 2008 survey, longer-term employees are more likely than their colleagues to disagree that KCIT retains the most talented staff, are less likely to agree that they feel a part of KCIT, and are significantly less likely than newer employees to agree that their workload is reasonable. However, employees with the longest tenure also tended to agree that they plan to stay with the County for the foreseeable future.

Figure 3
Comparison by Length of Time Employed by King County
Desired Result: Recruitment and Retention



RECOMMENDATIONS

This second employee survey points both to possible improvements in the administration of the survey and some areas where focused effort on working with KCIT employees to improve their job satisfaction and the effectiveness of the organization may be of use. The following recommendations address both these areas.

1. Carryout the survey annually rather than every 6 months. The interval may be too short to track meaningful changes and may contribute to 'survey' fatigue.

2. Couple the survey with a campaign to ‘get out the vote’ so that employees are more likely to respond and the meaningfulness of the survey as a monitoring tool is improved.
3. To the extent that resources for organizational improvements including the organizational culture are available, focus those resources on KCIT-Central and KCIT-DPH. Within those departments target strategies that are designed to improve communication and information sharing, trust, empowerment of staff to solve problems and make decisions, and the sense of being part of the larger KCIT organization.

Appendix A:
King County IT Employee
Satisfaction Survey Tool

Executive Branch IT (KCIT) Employee Satisfaction Survey #2

1. Default Section

This second survey will help us measure how well we are doing in creating a new KCIT organization. Please answer the questions by indicating your level of agreement or disagreement with the statements. If you feel a question does not apply to your situation simply answer NA for "Not Applicable."

1. There is an atmosphere of trust in my workplace.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

2. I can take action to resolve problems without the need for many formal approvals.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

3. I have the resources I need to provide excellent customer service.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

4. I work as a member of one or more teams of colleagues.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

5. Customer needs are the top priority for King County IT.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

6. Senior IT management understands our customer's needs.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

Executive Branch IT (KCIT) Employee Satisfaction Survey #2

2. Questions about information sharing

7. Employee input is considered before important decisions or changes are made.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

8. Senior IT management communicates well with the rest of the organization.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

9. Information and knowledge are shared openly and frequently across King County IT.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

10. IT staff work cooperatively with each other throughout King County IT to meet customer needs.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

Executive Branch IT (KCIT) Employee Satisfaction Survey #2

3. Questions about accountability

11. We are held accountable for achieving goals and meeting expectations.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

12. Employees are empowered and encouraged to solve problems on their own.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

13. Employees are given the freedom and authority they need to make necessary decisions.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

14. I have a clear understanding of the goals and expectations of King County IT.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

15. I have a clear understanding of the values and behavioral standards for King County IT.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

Executive Branch IT (KCIT) Employee Satisfaction Survey #2

4. Questions about recruitment and training

16. I am very satisfied with my job.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

17. The work I do makes a difference to King County.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

18. My talents and skills are valued at work.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

19. My job does not cause me stress or anxiety.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

20. The amount and scope of work I am asked to do is always reasonable.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

Executive Branch IT (KCIT) Employee Satisfaction Survey #2

5. Questions about recruitment and training

21. I plan to continue working for King County for the foreseeable future.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

22. I feel like I am a part of the Office of King County Information Technology (KCIT).

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

23. King County retains its most talented IT employees.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

24. I know what I need to do to be successful in my position in King County IT.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

25. I feel supported in my professional development.

☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐ N/A

Executive Branch IT (KCIT) Employee Satisfaction Survey #2

6. Demographics

Please take a just minute to answer these few questions about yourself. They will help us measure progress.

26. My department is:

27. I have been employed by King County for:

☐ less than 2 years

☐ 2-9 years

☐ over 9 years

☐ not sure

28. I am:

☐ represented

☐ non-represented

☐ not sure

29. I am:

☐ a manager or supervisor

☐ staff

☐ not sure

Appendix B:

Survey Tables – All Responses

- Table B-1: All Responses
- Table B-2: Average Rating/Departments
- Table B-3: Average Rating/Represented Employee, Non-Represented Employee, Manager or Supervisor, and Staff
- Table B-4: Average Rating/Time with the County
- Table B-5: Average Rating/Central IT vs. Departments

King County IT Employee Satisfaction Survey II

Table B-1: All Responses

	5	4	3	2	1											
	strongly agree	agree	neutral	disagree	strongly disagree	N/A	strongly agree	agree	neutral	disagree	strongly disagree	N/A	Rating Avg	Response Count	Skipped	Questions
Responsive Service																
1 There is an atmosphere of trust in my workplace.	18	65	45	52	32	0	8%	31%	21%	25%	15%	0%	2.9	212		1
2 I can take action to resolve problems without the need for many formal approvals.	21	77	34	54	25	1	10%	36%	16%	25%	12%	0%	3.1	212		1
3 I have the resources I need to provide excellent customer service.	22	69	54	45	21	1	10%	33%	25%	21%	10%	0%	3.1	212		1
4 I work as a member of one or more teams of colleagues.	54	120	22	12	3	0	26%	57%	10%	6%	1%	0%	4.0	211		2
5 Customer needs are the top priority for King County IT.	38	54	50	42	24	2	18%	26%	24%	20%	11%	1%	3.2	210		3
6 Senior IT management understands our customer's needs.	11	54	59	45	39	2	5%	26%	28%	21%	19%	1%	2.7	210		3
Facilitate Information sharing																
7 Employee input is considered before important decisions or changes are made.	5	34	59	59	46	0	2%	17%	29%	29%	23%	0%	2.5	203		10
8 Senior management communicates well with the rest of the organization.	7	41	61	56	38	0	3%	20%	30%	28%	19%	0%	2.62	203		10
9 Information and knowledge are shared openly and frequently across King County	3	33	57	66	44	0	1%	16%	28%	33%	22%	0%	2.4	203		10
10 IT staff work cooperatively with each other throughout King County IT to meet customer needs.	6	67	64	42	22	3	3%	33%	31%	21%	11%	1%	2.9	204		9
11 We are held accountable for achieving goals and meeting expectations.	21	90	51	28	11	0	10%	45%	25%	14%	5%	0%	3.4	201		12

King County IT Employee Satisfaction Survey II

Table B-1: All Responses

	5	4	3	2	1												
	strongly agree	agree	neutral	disagree	strongly disagree	N/A	strongly agree	agree	neutral	disagree	strongly disagree	N/A	Rating Avg	Response Count	Skipped	Questions	
Support culture of accountability and communication																	
12 Employees are empowered and encouraged to solve problems on their own.	11	84	40	47	17	0	6%	42%	20%	24%	9%	0%	3.1	199		14	
13 Employees are given the freedom and authority they need to make necessary	5	57	63	48	27	0	3%	29%	32%	24%	14%	0%	2.83	200		13	
14 I have a clear understanding of the goals and expectations of King County IT.	10	66	65	32	27	0	5%	33%	33%	16%	14%	0%	3.00	200		13	
15 I have a clear understanding of the values and behavioral standards for King County	16	69	72	24	20	0	8%	34%	36%	12%	10%	0%	3.18	201		12	
Recruit, deploy & retain skilled workforce																	
16 I am very satisfied with my job.	26	81	58	27	9	0	13%	40%	29%	13%	4%	0%	3.44	201		12	
17 The work I do makes a difference to King County	50	117	23	5	5	0	25%	59%	12%	3%	3%	0%	4.01	200		13	
18 My talents and skills are valued at work.	36	89	40	18	17	0	18%	45%	20%	9%	9%	0%	3.55	200		13	
19 My job does not cause me stress or anxiety.	5	39	49	63	45	0	2%	19%	24%	31%	22%	0%	2.48	201		12	
20 The amount and scope of work I am asked to do is always reasonable.	6	53	59	53	30	0	3%	26%	29%	26%	15%	0%	2.76	201		12	
21 I am actively looking for a job outside King County	53	90	43	10	3	0	27%	45%	22%	5%	2%	0%	3.90	199		14	
22 I feel like I am a part of the Office of King County Information Technology.	21	51	46	55	26	0	11%	26%	23%	28%	13%	0%	2.93	199		14	
23 King County retains its most talented IT employees.	6	37	77	46	28	4	3%	19%	39%	23%	14%	2%	2.67	198		15	
24 I know what I need to do to be successful in my position in King County IT.	20	98	50	19	10	1	10%	49%	25%	10%	5%	1%	3.48	198		15	
25 I feel supported in my professional development.	9	68	57	34	30	0	5%	34%	29%	17%	15%	0%	2.96	198		15	

Table B-1: All Responses, continued
King County IT Employee Satisfaction Survey II

26 - My department is:

Answer Options	Response Percent	Response Count
DAJD	1.8%	3
DCHS	3.6%	6
DDES	5.9%	10
DES	5.9%	10
DPH	9.5%	16
DNRP	16.6%	28
DOT	15.4%	26
OIRM (Central IT)	41.4%	70
answered question		169
skipped question		44

27 - I have been employed by King County for:

Answer Options	Response Percent	Response Count
less than 2 years	8.4%	16
2-9 years	36.3%	69
over 9 years	54.7%	104
not sure	0.5%	1
answered question		190
skipped question		23

28 - I am:

Answer Options	Response Percent	Response Count
represented	78.2%	147
non-represented	20.7%	39
not sure	1.1%	2
answered question		188
skipped question		25

29 - I am:

Answer Options	Response Percent	Response Count
a manager or supervisor	21.2%	40
staff	76.7%	145
not sure	2.1%	4
answered question		189
skipped question		24

King County IT Employee Satisfaction Survey II

Table B-2: Rating Averages - Departments

	DAJD	DCHS	DDES	DES	DPH	DNRP	DOT	OIRM	Skipped Questio	Overall
<i># of Respondents Per Dept.</i>	3	6	10	10	16	28	26	70	44	213
<i># of employees</i>	5	26	16	30	58	80	64	210		489
<i>response rate</i>	60%	23%	63%	33%	28%	35%	41%	33%		44%
Responsive Service										
1 There is an atmosphere of trust in my workplace.	4.0	3.3	4.1	3.3	2.6	3.5	2.9	2.6		3
2 I can take action to resolve problems without the need for many formal approvals.	4.3	3.2	4.2	3.3	2.8	3.5	3.2	2.8		3
3 I have the resources I need to provide excellent customer service.	2.0	3.2	3.8	3.4	3.1	3.7	3.3	2.9		3.1
4 I work as a member of one or more teams of colleagues	4.3	4.0	4.1	4.3	4.0	4.1	4.2	3.9		4.1
5 Customer needs are the top priority for King County IT	3.0	3.0	4.2	4.2	2.9	3.4	3.1	3.0		3.3
6 Senior IT management understands our customer's needs	3.7	3.0	3.9	3.3	2.9	2.8	3.0	2.5		2.7
Facilitate Information sharing										
7 Employee input is considered before important decisions or changes are made.	2.7	2.7	3.3	2.9	2.5	2.8	2.8	2.2		2.4
8 Senior management communicates well with the rest of the organization.	3.0	3.5	3.3	2.9	2.8	2.9	2.8	2.3		2.5
9 Information and knowledge are shared openly and frequently across King County IT.	3.0	2.5	3.2	2.3	2.3	2.9	2.4	2.3		2.4
10 IT staff work cooperatively with each other throughout King County IT to meet customer needs.	3.7	3.2	3.3	3.3	3.1	3.1	2.8	2.7		2.9

	DAJD	DCHS	DDES	DES	DPH	DNRP	DOT	OIRM	Skipped Questio	Overall
<i># of Respondents Per Dept.</i>	3	6	10	10	16	28	26	70	44	213
Support culture of accountability and communication										
11 We are held accountable for achieving goals and meeting expectations.	3.0	3.5	4.1	3.6	3.6	3.6	3.3	3.2		3.2
12 Employees are empowered and encouraged to solve problems on their own.	4.3	3.2	3.8	3.3	3.2	3.6	3.2	2.8		3.1
13 Employees are given the freedom and authority they need to make necessary decisions.	3.7	3.2	3.9	3.1	3.1	3.2	2.7	2.6		2.9
14 I have a clear understanding of the goals and expectations of King County IT.	4.0	3.7	3.9	3.1	2.9	3.2	3.0	2.8		2.8
15 I have a clear understanding of the values and behavioral standards for King County IT.	4.3	3.2	3.6	3.1	3.1	3.4	3.3	3.1		3.1
Recruit, deploy & retain skilled workforce										
16 I am very satisfied with my job.	4.7	3.7	4.0	3.4	3.2	4.1	3.6	3.2		3.7
17 The work I do makes a difference to King County.	5.0	4.2	4.2	4.1	3.9	4.4	4.3	3.9		4.2
18 My talents and skills are valued at work.	4.7	3.7	4.2	3.8	3.4	4.2	3.7	3.3		3.9
19 My job does not cause me stress or anxiety.	1.7	3.5	2.6	2.8	2.3	2.9	2.4	2.4		2.6
20 The amount and scope of work I am asked to do is always reasonable.	3.0	3.3	3.0	2.9	2.6	3.1	2.6	2.7		2.9
21 I plan to continue working for King County for the foreseeable future	4.0	4.2	4.5	3.8	3.6	4.1	3.8	3.9		4.0
22 I feel like I am a part of the Office of King County Information Technology.	3.0	2.3	3.4	3.1	2.3	3.1	2.4	3.3		2.9
23 King County retains its most talented IT employees.	3.7	2.8	3.3	2.9	2.4	2.9	2.5	2.6		2.9
24 I know what I need to do to be successful in my position in King County IT.	4.3	3.7	4.1	3.8	3.5	3.7	3.4	3.4		3.7
25 I feel supported in my professional development.	2.7	3.5	3.6	3.0	2.8	3.6	2.8	2.9		3.1

King County IT Employee Satisfaction Survey II

Table B-3: Rating Averages - Represented/Non-Represented & Mgr or Supervisor/Staff

	Represented 147	Non-Represented 39	Staff 145	Manager/ Supervisor 40
# of Respondents				
Responsive Service				
1 There is an atmosphere of trust in my workplace.	2.86	3.21	2.90	3.08
2 I can take action to resolve problems without the need for many formal approvals.	3.02	3.21	2.95	3.36
3 I have the resources I need to provide excellent customer service.	3.08	3.28	3.12	3.13
4 I work as a member of one or more teams of colleagues.	3.97	4.21	3.94	4.31
5 Customer needs are the top priority for King County IT.	3.12	3.28	3.12	3.38
6 Senior IT management understands our customer's needs.	2.70	2.97	2.79	2.87
Facilitate Information sharing				
7 Employee input is considered before important decisions or changes are made.	2.47	2.59	2.50	2.58
8 Senior management communicates well with the rest of the organization.	2.57	2.85	2.64	2.75
9 Information and knowledge are shared openly and frequently across King County IT.	2.40	2.62	2.44	2.53
10 IT staff work cooperatively with each other throughout King County IT to meet customer needs.	2.89	3.00	2.97	2.90
Support culture of accountability and communication				
11 We are held accountable for achieving goals and meeting expectations.	3.39	3.56	3.44	3.45
12 Employees are empowered and encouraged to solve problems on their own.	3.10	3.21	3.13	3.15
13 Employees are given the freedom and authority they need to make necessary decisions.	2.74	3.10	2.79	2.98
14 I have a clear understanding of the goals and expectations of King County IT.	2.88	3.41	2.96	3.25
15 I have a clear understanding of the values and behavioral standards for King County IT.	3.10	3.54	3.15	3.40
Recruit, deploy & retain skilled workforce				
16 I am very satisfied with my job.	3.38	3.69	3.42	3.55
17 The work I do makes a difference to King County.	4.00	4.16	3.94	4.23
18 My talents and skills are valued at work.	3.52	3.79	3.51	3.80
19 My job does not cause me stress or anxiety.	2.44	2.59	2.55	2.40
20 The amount and scope of work I am asked to do is always reasonable.	2.74	2.87	2.90	2.53
21 I am actively looking for a job outside King County.	3.82	4.18	3.89	4.03
22 I feel like I am a part of the Office of King County Information Technology.	2.76	3.56	2.89	3.25
23 King County retains its most talented IT employees.	2.62	2.92	2.65	3.00
24 I know what I need to do to be successful in my position in King County IT.	3.39	3.77	3.48	3.63
25 I feel supported in my professional development.	2.90	3.46	2.87	3.43

King County IT Employee Satisfaction Survey II

Table B-4: Rating Averages - Time with County

	Less than 2 years 16	2 - 9 years 69	Over 9 years 104
<i># of Respondents</i>			
Responsive Service			
1 There is an atmosphere of trust in my workplace.	3.4	2.8	2.9
2 I can take action to resolve problems without the need for many formal approvals.	3.1	2.9	3.2
3 I have the resources I need to provide excellent customer service.	3.5	3.1	3.1
4 I work as a member of one or more teams of colleagues.	4.1	3.9	4.1
5 Customer needs are the top priority for King County IT.	3.6	3.1	3.1
6 Senior IT management understands our customer's needs.	3.6	2.7	2.6
Facilitate Information sharing			
7 Employee input is considered before important decisions or changes are made.	3.1	2.4	2.5
8 Senior management communicates well with the rest of the organization.	3.2	2.5	2.6
9 Information and knowledge are shared openly and frequently across King County IT.	2.9	2.3	2.5
10 IT staff work cooperatively with each other throughout King County IT to meet customer needs.	3.3	2.9	2.9
Support culture of accountability and communication			
11 We are held accountable for achieving goals and meeting expectations.	3.6	3.2	3.5
12 Employees are empowered and encouraged to solve problems on their own.	3.6	3.1	3.1
13 Employees are given the freedom and authority they need to make necessary decisions.	3.4	2.7	2.8
14 I have a clear understanding of the goals and expectations of King County IT.	3.6	3.0	2.9
15 I have a clear understanding of the values and behavioral standards for King County IT.	3.7	3.2	3.1
Recruit, deploy & retain skilled workforce			
16 I am very satisfied with my job.	3.6	3.4	3.5
17 The work I do makes a difference to King County.	3.8	3.9	4.1
18 My talents and skills are valued at work.	3.7	3.6	3.5
19 My job does not cause me stress or anxiety.	3.2	2.4	2.4

	Less than 2 years	2 - 9 years	Over 9 years
# of Respondents	16	69	104
20 The amount and scope of work I am asked to do is always reasonable.	3.7	2.8	2.6
21 I am actively looking for a job outside King County.	3.8	3.9	3.9
22 I feel like I am a part of the Office of King County Information Technology.	3.4	3.1	2.7
23 King County retains its most talented IT employees.	2.6	2.8	2.6
24 I know what I need to do to be successful in my position in King County IT.	4.0	3.5	3.4
25 I feel supported in my professional development.	3.3	3.0	2.9

King County IT Employee Satisfaction Survey II

Table B-5: Average Rating/Central IT vs. Departments

	Central IT Average	Decentralized Services Average
Responsive Service		
1 There is an atmosphere of trust in my workplace.	2.6	3.2
2 I can take action to resolve problems without the need for many formal approvals.	2.8	3.2
3 I have the resources I need to provide excellent customer service.	2.9	3.3
4 I work as a member of one or more teams of colleagues.	3.9	4.2
5 Customer needs are the top priority for King County IT.	3.0	3.4
6 Senior IT management understands our customer's needs.	2.5	2.7
Facilitate Information Sharing		
7 Employee input is considered before important decisions or changes are made.	2.2	2.6
8 Senior management communicates well with the rest of the organization.	2.3	2.6
9 Information and knowledge are shared openly and frequently across King County IT.	2.3	2.4
10 IT staff work cooperatively with each other throughout King County IT to meet customer needs.	2.7	3.0
Support Culture of Accountability and Communication		
11 We are held accountable for achieving goals and meeting expectations.	3.2	3.5
12 Employees are empowered and encouraged to solve problems on their own.	2.8	3.3
13 Employees are given the freedom and authority they need to make necessary decisions.	2.6	3.1
14 I have a clear understanding of the goals and expectations of King County IT.	2.8	2.8
15 I have a clear understanding of the values and behavioral standards for King County IT.	3.1	3.1
Recruit, Deploy, & Retain Skilled Workforce		
16 I am very satisfied with my job.	3.2	3.7
17 The work I do makes a difference to King County.	3.9	4.2
18 My talents and skills are valued at work.	3.3	3.8
19 My job does not cause me stress or anxiety.	2.4	2.6
20 The amount and scope of work I am asked to do is always reasonable.	2.7	3.0
21 I plan to continue working for KCIT for the foreseeable future	3.9	2.3
22 I feel like I am a part of the Office of King County Information Technology.	3.3	2.3
23 King County retains its most talented IT employees.	2.6	2.4
24 I know what I need to do to be successful in my position in King County IT.	3.4	3.4
25 I feel supported in my professional development.	2.9	3.0

Appendix C: Survey Tables - Departments

- Table C-1: DAJD
- Table C-2: DCHS
- Table C-3: DDES
- Table C-4: DES
- Table C-5: DPH
- Table C-6: DNRP
- Table C-7: DOT
- Table C-8: Central IT

Table C-1: DAJD

King County IT Employee Satisfaction Survey II

1. There is an atmosphere of trust in my workplace.		
strongly agree	33.3%	1
agree	66.7%	2
neutral	0.0%	0
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

2. I can take action to resolve problems without the need for many formal approvals.		
strongly agree	66.7%	2
agree	0.0%	0
neutral	33.3%	1
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

3. I have the resources I need to provide excellent customer service.		
strongly agree	0.0%	0
agree	0.0%	0
neutral	33.3%	1
disagree	33.3%	1
strongly disagree	33.3%	1
N/A	0.0%	0

4. I work as a member of one or more teams of colleagues.		
strongly agree	33.3%	1
agree	66.7%	2
neutral	0.0%	0
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

5. Customer needs are the top priority for King County IT.		
strongly agree	0.0%	0
agree	33.3%	1
neutral	33.3%	1
disagree	33.3%	1
strongly disagree	0.0%	0
N/A	0.0%	0

6. Senior IT management understands our customer's needs.		
strongly agree	0.0%	0
agree	66.7%	2
neutral	33.3%	1
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

7. Employee input is considered before important decisions or changes are made.		
strongly agree	0.0%	0
agree	0.0%	0
neutral	66.7%	2
disagree	33.3%	1
strongly disagree	0.0%	0
N/A	0.0%	0

8. Senior IT management communicates well with the rest of the organization.		
strongly agree	0.0%	0
agree	33.3%	1
neutral	33.3%	1
disagree	33.3%	1
strongly disagree	0.0%	0
N/A	0.0%	0

9. Information and knowledge are shared openly and frequently across King County IT.		
strongly agree	0.0%	0
agree	33.3%	1
neutral	33.3%	1
disagree	33.3%	1
strongly disagree	0.0%	0
N/A	0.0%	0

10. IT staff work cooperatively with each other throughout King County IT to meet customer needs.		
strongly agree	0.0%	0
agree	66.7%	2
neutral	33.3%	1
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

11. We are held accountable for achieving goals and meeting expectations.		
strongly agree	0.0%	0
agree	33.3%	1
neutral	33.3%	1
disagree	33.3%	1
strongly disagree	0.0%	0
N/A	0.0%	0

12. Employees are empowered and encouraged to solve problems on their own.		
strongly agree	33.3%	1
agree	66.7%	2
neutral	0.0%	0
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

13. Employees are given the freedom and authority they need to make necessary decisions.		
strongly agree	0.0%	0
agree	66.7%	2
neutral	33.3%	1
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

14. I have a clear understanding of the goals and expectations of King County IT.		
strongly agree	0.0%	0
agree	100.0%	3
neutral	0.0%	0
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

15. I have a clear understanding of the values and behavioral standards for King County IT.		
strongly agree	33.3%	1
agree	66.7%	2
neutral	0.0%	0
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

16. I am very satisfied with my job.		
strongly agree	66.7%	2
agree	33.3%	1
neutral	0.0%	0
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

17. The work I do makes a difference to King County.		
strongly agree	100.0%	3
agree	0.0%	0
neutral	0.0%	0
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

18. My talents and skills are valued at work.		
strongly agree	66.7%	2
agree	33.3%	1
neutral	0.0%	0
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

19. My job does not cause me stress or anxiety.		
strongly agree	0.0%	0
agree	0.0%	0
neutral	0.0%	0
disagree	66.7%	2
strongly disagree	33.3%	1
N/A	0.0%	0

20. The amount and scope of work I am asked to do is always reasonable.		
strongly agree	0.0%	0
agree	33.3%	1
neutral	33.3%	1
disagree	33.3%	1
strongly disagree	0.0%	0
N/A	0.0%	0

21. I plan to continue working for King County for the foreseeable future.		
strongly agree	66.7%	2
agree	0.0%	0
neutral	0.0%	0
disagree	33.3%	1
strongly disagree	0.0%	0
N/A	0.0%	0

22. I feel like I am a part of the Office of King County Information Technology (KCIT).		
strongly agree	0.0%	0
agree	66.7%	2
neutral	0.0%	0
disagree	0.0%	0
strongly disagree	33.3%	1
N/A	0.0%	0

23. King County retains its most talented IT employees.		
strongly agree	33.3%	1
agree	33.3%	1
neutral	0.0%	0
disagree	33.3%	1
strongly disagree	0.0%	0
N/A	0.0%	0

24. I know what I need to do to be successful in my position in King County IT.		
strongly agree	33.3%	1
agree	66.7%	2
neutral	0.0%	0
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

25. I feel supported in my professional development.		
strongly agree	0.0%	0
agree	33.3%	1
neutral	33.3%	1
disagree	0.0%	0
strongly disagree	33.3%	1
N/A	0.0%	0

I have been employed by King County for:		
less than 2 years	0.0%	0
2-9 years	33.3%	1
over 9 years	66.7%	2
not sure	0.0%	0

I am:		
represented	66.7%	2
non-represented	33.3%	1
not sure	0.0%	0

I am:		
a manager or supervisor	33.3%	1
staff	66.7%	2
not sure	0.0%	0

Table C-2: DCHS
King County IT Employee Satisfaction Survey II

There is an atmosphere of trust in my workplace.		
strongly agree	16.7%	1
agree	33.3%	2
neutral	33.3%	2
disagree	0.0%	0
strongly disagree	16.7%	1
N/A	0.0%	0

I can take action to resolve problems without the need for many formal approvals.		
strongly agree	16.7%	1
agree	33.3%	2
neutral	16.7%	1
disagree	16.7%	1
strongly disagree	16.7%	1
N/A	0.0%	0

I work as a member of one or more teams of colleagues.		
strongly agree	16.7%	1
agree	66.7%	4
neutral	16.7%	1
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

Customer needs are the top priority for King County IT.		
strongly agree	16.7%	1
agree	16.7%	1
neutral	33.3%	2
disagree	16.7%	1
strongly disagree	16.7%	1
N/A	0.0%	0

Senior IT management understands our customer's needs.		
strongly agree	0.0%	0
agree	33.3%	2
neutral	33.3%	2
disagree	33.3%	2
strongly disagree	0.0%	0
N/A	0.0%	0

Employee input is considered before important decisions or changes are made.		
strongly agree	0.0%	0
agree	33.3%	2
neutral	16.7%	1
disagree	33.3%	2
strongly disagree	16.7%	1
N/A	0.0%	0

Senior IT management communicates well with the rest of the organization.		
strongly agree	0.0%	0
agree	66.7%	4
neutral	16.7%	1
disagree	16.7%	1
strongly disagree	0.0%	0
N/A	0.0%	0

Information and knowledge are shared openly and frequently across King County IT.		
strongly agree	0.0%	0
agree	0.0%	0
neutral	50.0%	3
disagree	50.0%	3
strongly disagree	0.0%	0
N/A	0.0%	0

IT staff work cooperatively with each other throughout King County IT to meet customer needs.		
strongly agree	0.0%	0
agree	33.3%	2
neutral	50.0%	3
disagree	16.7%	1
strongly disagree	0.0%	0
N/A	0.0%	0

We are held accountable for achieving goals and meeting expectations.		
strongly agree	0.0%	0
agree	66.7%	4
neutral	16.7%	1
disagree	16.7%	1
strongly disagree	0.0%	0
N/A	0.0%	0

Employees are empowered and encouraged to solve problems on their own.		
strongly agree	0.0%	0
agree	50.0%	3
neutral	16.7%	1
disagree	33.3%	2
strongly disagree	0.0%	0
N/A	0.0%	0

Employees are given the freedom and authority they need to make necessary decisions.		
strongly agree	0.0%	0
agree	50.0%	3
neutral	16.7%	1
disagree	33.3%	2
strongly disagree	0.0%	0
N/A	0.0%	0

I have a clear understanding of the goals and expectations of King County IT.		
strongly agree	0.0%	0
agree	66.7%	4
neutral	33.3%	2
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

I have a clear understanding of the values and behavioral standards for King County IT.		
strongly agree	0.0%	0
agree	33.3%	2
neutral	50.0%	3
disagree	16.7%	1
strongly disagree	0.0%	0
N/A	0.0%	0

I am very satisfied with my job.		
strongly agree	16.7%	1
agree	50.0%	3
neutral	16.7%	1
disagree	16.7%	1
strongly disagree	0.0%	0
N/A	0.0%	0

The work I do makes a difference to King County.		
strongly agree	16.7%	1
agree	83.3%	5
neutral	0.0%	0
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

My talents and skills are valued at work.		
strongly agree	16.7%	1
agree	50.0%	3
neutral	16.7%	1
disagree	16.7%	1
strongly disagree	0.0%	0
N/A	0.0%	0

My job does not cause me stress or anxiety.		
strongly agree	16.7%	1
agree	33.3%	2
neutral	33.3%	2
disagree	16.7%	1
strongly disagree	0.0%	0
N/A	0.0%	0

The amount and scope of work I am asked to do is always reasonable.		
strongly agree	16.7%	1
agree	16.7%	1
neutral	50.0%	3
disagree	16.7%	1
strongly disagree	0.0%	0
N/A	0.0%	0

I plan to continue working for King County for the foreseeable future.		
strongly agree	33.3%	2
agree	50.0%	3
neutral	16.7%	1
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

I feel like I am a part of the Office of King County Information Technology (KCIT).		
strongly agree	0.0%	0
agree	16.7%	1
neutral	0.0%	0
disagree	83.3%	5
strongly disagree	0.0%	0
N/A	0.0%	0

King County retains its most talented IT employees.		
strongly agree	0.0%	0
agree	16.7%	1
neutral	50.0%	3
disagree	33.3%	2
strongly disagree	0.0%	0
N/A	0.0%	0

I know what I need to do to be successful in my position in King County IT.		
strongly agree	0.0%	0
agree	83.3%	5
neutral	0.0%	0
disagree	16.7%	1
strongly disagree	0.0%	0
N/A	0.0%	0

I feel supported in my professional development.		
strongly agree	0.0%	0
agree	66.7%	4
neutral	16.7%	1
disagree	16.7%	1
strongly disagree	0.0%	0
N/A	0.0%	0

I have been employed by King County for:		
less than 2 years	0.0%	0
2-9 years	16.7%	1
over 9 years	66.7%	4
not sure	16.7%	1

I am:		
represented	50.0%	3
non-represented	50.0%	3
not sure	0.0%	0

I am:		
a manager or supervisor	50.0%	3
staff	50.0%	3
not sure	0.0%	0

Table C-3: DDES
King County IT Employee Satisfaction Survey II

There is an atmosphere of trust in my workplace.		
strongly agree	50.0%	5
agree	20.0%	2
neutral	20.0%	2
disagree	10.0%	1
strongly disagree	0.0%	0
N/A	0.0%	0

I can take action to resolve problems without the need for many formal approvals.		
strongly agree	60.0%	6
agree	10.0%	1
neutral	20.0%	2
disagree	10.0%	1
strongly disagree	0.0%	0
N/A	0.0%	0

I have the resources I need to provide excellent customer service.		
strongly agree	30.0%	3
agree	30.0%	3
neutral	30.0%	3
disagree	10.0%	1
strongly disagree	0.0%	0
N/A	0.0%	0

I work as a member of one or more teams of colleagues.		
strongly agree	40.0%	4
agree	40.0%	4
neutral	10.0%	1
disagree	10.0%	1
strongly disagree	0.0%	0
N/A	0.0%	0

Customer needs are the top priority for King County IT.		
strongly agree	30.0%	3
agree	60.0%	6
neutral	10.0%	1
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

Senior IT management understands our customer's needs.		
strongly agree	20.0%	2
agree	50.0%	5
neutral	30.0%	3
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

Employee input is considered before important decisions or changes are made.		
strongly agree	0.0%	0
agree	50.0%	5
neutral	30.0%	3
disagree	20.0%	2
strongly disagree	0.0%	0
N/A	0.0%	0

Senior IT management communicates well with the rest of the organization.		
strongly agree	10.0%	1
agree	30.0%	3
neutral	40.0%	4
disagree	20.0%	2
strongly disagree	0.0%	0
N/A	0.0%	0

Information and knowledge are shared openly and frequently across King County IT.		
strongly agree	0.0%	0
agree	30.0%	3
neutral	60.0%	6
disagree	10.0%	1
strongly disagree	0.0%	0
N/A	0.0%	0

IT staff work cooperatively with each other throughout King County IT to meet customer needs.		
strongly agree	0.0%	0
agree	60.0%	6
neutral	10.0%	1
disagree	30.0%	3
strongly disagree	0.0%	0
N/A	0.0%	0

We are held accountable for achieving goals and meeting expectations.		
strongly agree	30.0%	3
agree	50.0%	5
neutral	20.0%	2
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

Employees are empowered and encouraged to solve problems on their own.		
strongly agree	10.0%	1
agree	70.0%	7
neutral	10.0%	1
disagree	10.0%	1
strongly disagree	0.0%	0
N/A	0.0%	0

Employees are given the freedom and authority they need to make necessary decisions.		
strongly agree	10.0%	1
agree	70.0%	7
neutral	20.0%	2
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

I have a clear understanding of the goals and expectations of King County IT.		
strongly agree	20.0%	2
agree	50.0%	5
neutral	30.0%	3
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

I have a clear understanding of the values and behavioral standards for King County IT.		
strongly agree	10.0%	1
agree	40.0%	4
neutral	50.0%	5
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

I am very satisfied with my job.		
strongly agree	20.0%	2
agree	60.0%	6
neutral	20.0%	2
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

The work I do makes a difference to King County.		
strongly agree	20.0%	2
agree	80.0%	8
neutral	0.0%	0
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

My talents and skills are valued at work.		
strongly agree	40.0%	4
agree	50.0%	5
neutral	0.0%	0
disagree	10.0%	1
strongly disagree	0.0%	0
N/A	0.0%	0

My job does not cause me stress or anxiety.		
strongly agree	0.0%	0
agree	30.0%	3
neutral	30.0%	3
disagree	10.0%	1
strongly disagree	30.0%	3
N/A	0.0%	0

The amount and scope of work I am asked to do is always reasonable.		
strongly agree	0.0%	0
agree	40.0%	4
neutral	30.0%	3
disagree	20.0%	2
strongly disagree	10.0%	1
N/A	0.0%	0

I plan to continue working for King County for the foreseeable future.		
strongly agree	50.0%	5
agree	50.0%	5
neutral	0.0%	0
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

I feel like I am a part of the Office of King County Information Technology (KCIT).		
strongly agree	20.0%	2
agree	30.0%	3
neutral	20.0%	2
disagree	30.0%	3
strongly disagree	0.0%	0
N/A	0.0%	0

King County retains its most talented IT employees.		
strongly agree	11.1%	1
agree	33.3%	3
neutral	33.3%	3
disagree	22.2%	2
strongly disagree	0.0%	0
N/A	0.0%	0

I know what I need to do to be successful in my position in King County IT.		
strongly agree	30.0%	3
agree	50.0%	5
neutral	20.0%	2
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

I feel supported in my professional development.		
strongly agree	0.0%	0
agree	70.0%	7
neutral	20.0%	2
disagree	10.0%	1
strongly disagree	0.0%	0
N/A	0.0%	0

My department is:		
KCIT DAJD	0.0%	0
KCIT DCHS	0.0%	0
KCIT DES	0.0%	0
KCIT DDES	100.0%	10
KCIT DPH	0.0%	0
KCIT DNRP	0.0%	0
KCIT DOT	0.0%	0
KCIT Central	0.0%	0

I have been employed by King County for:		
less than 2 years	0.0%	0
2-9 years	40.0%	4
over 9 years	60.0%	6
not sure	0.0%	0

I am:		
represented	100.0%	9
non-represented	0.0%	0
not sure	0.0%	0

I am:		
a manager or supervisor	0.0%	0
staff	100.0%	9
not sure	0.0%	0

Table C-4: DES
King County IT Employee Satisfaction Survey II

There is an atmosphere of trust in my workplace.		
strongly agree	10.0%	1
agree	40.0%	4
neutral	20.0%	2
disagree	30.0%	3
strongly disagree	0.0%	0
N/A	0.0%	0

I can take action to resolve problems without the need for many formal approvals.		
strongly agree	10.0%	1
agree	40.0%	4
neutral	20.0%	2
disagree	30.0%	3
strongly disagree	0.0%	0
N/A	0.0%	0

I have the resources I need to provide excellent customer service.		
strongly agree	20.0%	2
agree	30.0%	3
neutral	20.0%	2
disagree	30.0%	3
strongly disagree	0.0%	0
N/A	0.0%	0

I work as a member of one or more teams of colleagues.		
strongly agree	30.0%	3
agree	70.0%	7
neutral	0.0%	0
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

Customer needs are the top priority for King County IT.		
strongly agree	30.0%	3
agree	60.0%	6
neutral	10.0%	1
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

Senior IT management understands our customer's needs.		
strongly agree	10.0%	1
agree	40.0%	4
neutral	20.0%	2
disagree	30.0%	3
strongly disagree	0.0%	0
N/A	0.0%	0

Employee input is considered before important decisions or changes are made.		
strongly agree	10.0%	1
agree	30.0%	3
neutral	10.0%	1
disagree	40.0%	4
strongly disagree	10.0%	1
N/A	0.0%	0

Senior IT management communicates well with the rest of the organization.		
strongly agree	10.0%	1
agree	20.0%	2
neutral	30.0%	3
disagree	30.0%	3
strongly disagree	10.0%	1
N/A	0.0%	0

Information and knowledge are shared openly and frequently across King County IT.		
strongly agree	0.0%	0
agree	20.0%	2
neutral	10.0%	1
disagree	50.0%	5
strongly disagree	20.0%	2
N/A	0.0%	0

IT staff work cooperatively with each other throughout King County IT to meet customer needs.		
strongly agree	0.0%	0
agree	50.0%	5
neutral	30.0%	3
disagree	20.0%	2
strongly disagree	0.0%	0
N/A	0.0%	0

We are held accountable for achieving goals and meeting expectations.		
strongly agree	10.0%	1
agree	50.0%	5
neutral	30.0%	3
disagree	10.0%	1
strongly disagree	0.0%	0
N/A	0.0%	0

Employees are empowered and encouraged to solve problems on their own.		
strongly agree	10.0%	1
agree	40.0%	4
neutral	20.0%	2
disagree	30.0%	3
strongly disagree	0.0%	0
N/A	0.0%	0

Employees are given the freedom and authority they need to make necessary decisions.		
strongly agree	10.0%	1
agree	30.0%	3
neutral	20.0%	2
disagree	40.0%	4
strongly disagree	0.0%	0
N/A	0.0%	0

I have a clear understanding of the goals and expectations of King County IT.		
strongly agree	0.0%	0
agree	50.0%	5
neutral	10.0%	1
disagree	40.0%	4
strongly disagree	0.0%	0
N/A	0.0%	0

I have a clear understanding of the values and behavioral standards for King County IT.		
strongly agree	0.0%	0
agree	30.0%	3
neutral	50.0%	5
disagree	20.0%	2
strongly disagree	0.0%	0
N/A	0.0%	0

I am very satisfied with my job.		
strongly agree	20.0%	2
agree	30.0%	3
neutral	20.0%	2
disagree	30.0%	3
strongly disagree	0.0%	0
N/A	0.0%	0

The work I do makes a difference to King County.		
strongly agree	20.0%	2
agree	70.0%	7
neutral	10.0%	1
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

My talents and skills are valued at work.		
strongly agree	20.0%	2
agree	50.0%	5
neutral	20.0%	2
disagree	10.0%	1
strongly disagree	0.0%	0
N/A	0.0%	0

My job does not cause me stress or anxiety.		
strongly agree	10.0%	1
agree	30.0%	3
neutral	10.0%	1
disagree	30.0%	3
strongly disagree	20.0%	2
N/A	0.0%	0

The amount and scope of work I am asked to do is always reasonable.		
strongly agree	10.0%	1
agree	30.0%	3
neutral	20.0%	2
disagree	20.0%	2
strongly disagree	20.0%	2
N/A	0.0%	0

I plan to continue working for King County for the foreseeable future.		
strongly agree	20.0%	2
agree	50.0%	5
neutral	20.0%	2
disagree	10.0%	1
strongly disagree	0.0%	0
N/A	0.0%	0

I feel like I am a part of the Office of King County Information Technology (KCIT).		
strongly agree	0.0%	0
agree	40.0%	4
neutral	40.0%	4
disagree	10.0%	1
strongly disagree	10.0%	1
N/A	0.0%	0

King County retains its most talented IT employees.		
strongly agree	0.0%	0
agree	30.0%	3
neutral	30.0%	3
disagree	40.0%	4
strongly disagree	0.0%	0
N/A	0.0%	0

I know what I need to do to be successful in my position in King County IT.		
strongly agree	10.0%	1
agree	60.0%	6
neutral	30.0%	3
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0

I feel supported in my professional development.		
strongly agree	11.1%	1
agree	22.2%	2
neutral	33.3%	3
disagree	22.2%	2
strongly disagree	11.1%	1
N/A	0.0%	0

My department is:		
KCIT DAJD	0.0%	0
KCIT DCHS	0.0%	0
KCIT DES	100.0%	10
KCIT DDES	0.0%	0
KCIT DPH	0.0%	0
KCIT DNRP	0.0%	0
KCIT DOT	0.0%	0
KCIT Central	0.0%	0

I have been employed by King County for:		
less than 2 years	20.0%	2
2-9 years	40.0%	4
over 9 years	40.0%	4
not sure	0.0%	0

I am:		
represented	80.0%	8
non-represented	20.0%	2
not sure	0.0%	0

I am:		
a manager or supervisor	30.0%	3
staff	70.0%	7
not sure	0.0%	0

Table C-5: DPH
King County IT Employee Satisfaction Survey

There is an atmosphere of trust in my workplace.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	25.0%	4
neutral	31.3%	5
disagree	18.8%	3
strongly disagree	25.0%	4
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

I can take action to resolve problems without the need for many formal approvals.		
Answer Options	Response Frequency	Response Count
strongly agree	6.3%	1
agree	18.8%	3
neutral	37.5%	6
disagree	25.0%	4
strongly disagree	12.5%	2
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

I have the resources I need to provide excellent customer service.		
Answer Options	Response Frequency	Response Count
strongly agree	6.3%	1
agree	31.3%	5
neutral	37.5%	6
disagree	18.8%	3
strongly disagree	6.3%	1
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

I work as a member of one or more teams of colleagues.		
Answer Options	Response Frequency	Response Count
strongly agree	25.0%	4
agree	50.0%	8
neutral	25.0%	4
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

Customer needs are the top priority for King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	6.3%	1
agree	25.0%	4
neutral	37.5%	6
disagree	18.8%	3
strongly disagree	12.5%	2
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

Senior IT management understands our customer's needs.		
Answer Options	Response Frequency	Response Count
strongly agree	6.3%	1
agree	18.8%	3
neutral	37.5%	6
disagree	37.5%	6
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

Employee input is considered before important decisions or changes are made.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	12.5%	2
neutral	37.5%	6
disagree	37.5%	6
strongly disagree	12.5%	2
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

Senior IT management communicates well with the rest of the organization.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	18.8%	3
neutral	43.8%	7
disagree	31.3%	5
strongly disagree	6.3%	1
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

Information and knowledge are shared openly and frequently across King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	0.0%	0
neutral	50.0%	8
disagree	31.3%	5
strongly disagree	18.8%	3
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

IT staff work cooperatively with each other throughout King County IT to meet customer needs.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	37.5%	6
neutral	37.5%	6
disagree	18.8%	3
strongly disagree	6.3%	1
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

We are held accountable for achieving goals and meeting expectations.		
Answer Options	Response Frequency	Response Count
strongly agree	6.3%	1
agree	50.0%	8
neutral	43.8%	7
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

Employees are empowered and encouraged to solve problems on their own.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	43.8%	7
neutral	37.5%	6
disagree	12.5%	2
strongly disagree	6.3%	1
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

Employees are given the freedom and authority they need to make necessary decisions.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	25.0%	4
neutral	62.5%	10
disagree	6.3%	1
strongly disagree	6.3%	1
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

I have a clear understanding of the goals and expectations of King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	18.8%	3
neutral	62.5%	10
disagree	6.3%	1
strongly disagree	12.5%	2
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

I have a clear understanding of the values and behavioral standards for King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	6.3%	1
agree	31.3%	5
neutral	43.8%	7
disagree	6.3%	1
strongly disagree	12.5%	2
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

I am very satisfied with my job.		
Answer Options	Response Frequency	Response Count
strongly agree	6.3%	1
agree	37.5%	6
neutral	31.3%	5
disagree	18.8%	3
strongly disagree	6.3%	1
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

The work I do makes a difference to King County.		
Answer Options	Response Frequency	Response Count
strongly agree	31.3%	5
agree	43.8%	7
neutral	12.5%	2
disagree	12.5%	2
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

My talents and skills are valued at work.		
Answer Options	Response Frequency	Response Count
strongly agree	12.5%	2
agree	43.8%	7
neutral	25.0%	4
disagree	12.5%	2
strongly disagree	6.3%	1
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

My job does not cause me stress or anxiety.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	18.8%	3
neutral	12.5%	2
disagree	43.8%	7
strongly disagree	25.0%	4
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

The amount and scope of work I am asked to do is always reasonable.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	12.5%	2
neutral	50.0%	8
disagree	25.0%	4
strongly disagree	12.5%	2
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

I plan to continue working for King County for the foreseeable future.		
Answer Options	Response Frequency	Response Count
strongly agree	18.8%	3
agree	31.3%	5
neutral	37.5%	6
disagree	12.5%	2
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

I feel like I am a part of the Office of King County Information Technology (KCIT).		
Answer Options	Response Frequency	Response Count
strongly agree	6.3%	1
agree	6.3%	1
neutral	6.3%	1
disagree	75.0%	12
strongly disagree	6.3%	1
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

King County retains its most talented IT employees.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	12.5%	2
neutral	37.5%	6
disagree	31.3%	5
strongly disagree	18.8%	3
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

I know what I need to do to be successful in my position in King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	12.5%	2
agree	37.5%	6
neutral	37.5%	6
disagree	12.5%	2
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		16

<i>skipped question</i>	0
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I feel supported in my professional development.		
Answer Options	Response Frequency	Response Count
strongly agree	6.3%	1
agree	6.3%	1
neutral	56.3%	9
disagree	25.0%	4
strongly disagree	6.3%	1
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

My department is:		
Answer Options	Response Frequency	Response Count
KCIT DAJD	0.0%	0
KCIT DCHS	0.0%	0
KCIT DES	0.0%	0
KCIT DDES	0.0%	0
KCIT DPH	100.0%	16
KCIT DNRP	0.0%	0
KCIT DOT	0.0%	0
KCIT Central	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

I have been employed by King County for:		
Answer Options	Response Frequency	Response Count
less than 2 years	6.3%	1
2-9 years	62.5%	10
over 9 years	31.3%	5
not sure	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

I am:		
Answer Options	Response Frequency	Response Count
represented	87.5%	14
non-represented	12.5%	2
not sure	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

I am:

Answer Options	Response Frequency	Response Count
a manager or supervisor	12.5%	2
staff	87.5%	14
not sure	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

Table C-6: DNRP
King County IT Employee Satisfaction Survey

There is an atmosphere of trust in my workplace.		
Answer Options	Response Frequency	Response Count
strongly agree	21.4%	6
agree	35.7%	10
neutral	17.9%	5
disagree	17.9%	5
strongly disagree	7.1%	2
N/A	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

I can take action to resolve problems without the need for many formal approvals.		
Answer Options	Response Frequency	Response Count
strongly agree	3.6%	1
agree	75.0%	21
neutral	0.0%	0
disagree	14.3%	4
strongly disagree	7.1%	2
N/A	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

I have the resources I need to provide excellent customer service.		
Answer Options	Response Frequency	Response Count
strongly agree	17.9%	5
agree	50.0%	14
neutral	17.9%	5
disagree	10.7%	3
strongly disagree	3.6%	1
N/A	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

I work as a member of one or more teams of colleagues.		
Answer Options	Response Frequency	Response Count
strongly agree	32.1%	9
agree	60.7%	17
neutral	0.0%	0
disagree	3.6%	1
strongly disagree	3.6%	1
N/A	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

Customer needs are the top priority for King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	25.0%	7
agree	28.6%	8
neutral	21.4%	6
disagree	14.3%	4
strongly disagree	7.1%	2
N/A	3.6%	1
<i>answered question</i>		28
<i>skipped question</i>		0

Senior IT management understands our customer's needs.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	25.0%	7
neutral	46.4%	13
disagree	10.7%	3
strongly disagree	14.3%	4
N/A	3.6%	1
<i>answered question</i>		28
<i>skipped question</i>		0

Employee input is considered before important decisions or changes are made.		
Answer Options	Response Frequency	Response Count
strongly agree	3.6%	1
agree	21.4%	6
neutral	39.3%	11
disagree	21.4%	6
strongly disagree	14.3%	4
N/A	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

Senior IT management communicates well with the rest of the organization.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	39.3%	11
neutral	21.4%	6
disagree	25.0%	7
strongly disagree	14.3%	4
N/A	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

Information and knowledge are shared openly and frequently across King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	39.3%	11
neutral	25.0%	7
disagree	21.4%	6
strongly disagree	14.3%	4
N/A	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

IT staff work cooperatively with each other throughout King County IT to meet customer needs.		
Answer Options	Response Frequency	Response Count
strongly agree	3.6%	1
agree	32.1%	9
neutral	39.3%	11
disagree	21.4%	6
strongly disagree	3.6%	1
N/A	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

We are held accountable for achieving goals and meeting expectations.		
Answer Options	Response Frequency	Response Count
strongly agree	10.7%	3
agree	50.0%	14
neutral	32.1%	9
disagree	3.6%	1
strongly disagree	3.6%	1
N/A	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

Employees are empowered and encouraged to solve problems on their own.		
Answer Options	Response Frequency	Response Count
strongly agree	3.6%	1
agree	67.9%	19
neutral	17.9%	5
disagree	7.1%	2
strongly disagree	3.6%	1
N/A	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

Employees are given the freedom and authority they need to make necessary decisions.		
Answer Options	Response Frequency	Response Count
strongly agree	3.6%	1
agree	39.3%	11
neutral	35.7%	10
disagree	14.3%	4
strongly disagree	7.1%	2
N/A	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

I have a clear understanding of the goals and expectations of King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	7.1%	2
agree	39.3%	11
neutral	32.1%	9
disagree	10.7%	3
strongly disagree	10.7%	3
N/A	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

I have a clear understanding of the values and behavioral standards for King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	7.1%	2
agree	50.0%	14
neutral	25.0%	7
disagree	7.1%	2
strongly disagree	10.7%	3
N/A	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

I am very satisfied with my job.		
Answer Options	Response Frequency	Response Count
strongly agree	21.4%	6
agree	67.9%	19
neutral	7.1%	2
disagree	3.6%	1
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

The work I do makes a difference to King County.		
Answer Options	Response Frequency	Response Count
strongly agree	46.4%	13
agree	42.9%	12
neutral	10.7%	3
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

My talents and skills are valued at work.		
Answer Options	Response Frequency	Response Count
strongly agree	35.7%	10
agree	46.4%	13
neutral	17.9%	5
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

My job does not cause me stress or anxiety.		
Answer Options	Response Frequency	Response Count
strongly agree	3.6%	1
agree	39.3%	11
neutral	14.3%	4
disagree	28.6%	8
strongly disagree	14.3%	4
N/A	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

The amount and scope of work I am asked to do is always reasonable.		
Answer Options	Response Frequency	Response Count
strongly agree	3.6%	1
agree	39.3%	11
neutral	28.6%	8
disagree	25.0%	7
strongly disagree	3.6%	1
N/A	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

I plan to continue working for King County for the foreseeable future.		
Answer Options	Response Frequency	Response Count
strongly agree	35.7%	10
agree	50.0%	14
neutral	7.1%	2
disagree	7.1%	2
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

I feel like I am a part of the Office of King County Information Technology (KCIT).		
Answer Options	Response Frequency	Response Count
strongly agree	10.7%	3
agree	32.1%	9
neutral	21.4%	6
disagree	25.0%	7
strongly disagree	10.7%	3
N/A	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

King County retains its most talented IT employees.		
Answer Options	Response Frequency	Response Count
strongly agree	3.6%	1
agree	25.0%	7
neutral	50.0%	14
disagree	3.6%	1
strongly disagree	10.7%	3
N/A	7.1%	2
<i>answered question</i>		28
<i>skipped question</i>		0

I know what I need to do to be successful in my position in King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	7.1%	2
agree	71.4%	20
neutral	14.3%	4
disagree	0.0%	0
strongly disagree	3.6%	1
N/A	3.6%	1
<i>answered question</i>		28
<i>skipped question</i>		0

I feel supported in my professional development.		
Answer Options	Response Frequency	Response Count
strongly agree	7.1%	2
agree	60.7%	17
neutral	25.0%	7
disagree	3.6%	1
strongly disagree	3.6%	1
N/A	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

My department is:		
Answer Options	Response Frequency	Response Count
KCIT DAJD	0.0%	0
KCIT DCHS	0.0%	0
KCIT DES	0.0%	0
KCIT DDES	0.0%	0
KCIT DPH	0.0%	0
KCIT DNRP	100.0%	28
KCIT DOT	0.0%	0
KCIT Central	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

I have been employed by King County for:		
Answer Options	Response Frequency	Response Count
less than 2 years	7.4%	2
2-9 years	11.1%	3
over 9 years	81.5%	22
not sure	0.0%	0
<i>answered question</i>		27
<i>skipped question</i>		1

I am:		
Answer Options	Response Frequency	Response Count
represented	82.1%	23
non-represented	17.9%	5
not sure	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

I am:		
Answer Options	Response Frequency	Response Count
a manager or supervisor	25.0%	7
staff	75.0%	21
not sure	0.0%	0
<i>answered question</i>		28
<i>skipped question</i>		0

Table C-6: DNRP
King County IT Employee Satisfaction Survey II

1. There is an atmosphere of trust in my workplace.		
Answer Options	Response Frequency	Response Count
strongly agree	11.5%	3
agree	30.8%	8
neutral	15.4%	4
disagree	23.1%	6
strongly disagree	19.2%	5
N/A	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

2. I can take action to resolve problems without the need for many formal approvals.		
Answer Options	Response Frequency	Response Count
strongly agree	19.2%	5
agree	34.6%	9
neutral	7.7%	2
disagree	23.1%	6
strongly disagree	15.4%	4
N/A	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

3. I have the resources I need to provide excellent customer service.		
Answer Options	Response Frequency	Response Count
strongly agree	15.4%	4
agree	26.9%	7
neutral	30.8%	8
disagree	26.9%	7
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

4. I work as a member of one or more teams of colleagues.		
Answer Options	Response Frequency	Response Count
strongly agree	38.5%	10
agree	50.0%	13
neutral	3.8%	1
disagree	7.7%	2
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

Customer needs are the top priority for King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	11.5%	3
agree	26.9%	7
neutral	26.9%	7
disagree	26.9%	7
strongly disagree	7.7%	2
N/A	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

Senior IT management understands our customer's needs.		
Answer Options	Response Frequency	Response Count
strongly agree	15.4%	4
agree	19.2%	5
neutral	26.9%	7
disagree	23.1%	6
strongly disagree	15.4%	4
N/A	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

Employee input is considered before important decisions or changes are made.		
Answer Options	Response Frequency	Response Count
strongly agree	3.8%	1
agree	23.1%	6
neutral	30.8%	8
disagree	34.6%	9
strongly disagree	7.7%	2
N/A	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

Senior IT management communicates well with the rest of the organization.		
Answer Options	Response Frequency	Response Count
strongly agree	7.7%	2
agree	11.5%	3
neutral	38.5%	10
disagree	34.6%	9
strongly disagree	7.7%	2
N/A	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

Information and knowledge are shared openly and frequently across King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	7.7%	2
agree	7.7%	2
neutral	26.9%	7
disagree	30.8%	8
strongly disagree	26.9%	7
N/A	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

IT staff work cooperatively with each other throughout King County IT to meet customer needs.		
Answer Options	Response Frequency	Response Count
strongly agree	3.8%	1
agree	26.9%	7
neutral	34.6%	9
disagree	15.4%	4
strongly disagree	15.4%	4
N/A	3.8%	1
<i>answered question</i>		26
<i>skipped question</i>		0

We are held accountable for achieving goals and meeting expectations.		
Answer Options	Response Frequency	Response Count
strongly agree	7.7%	2
agree	46.2%	12
neutral	23.1%	6
disagree	15.4%	4
strongly disagree	7.7%	2
N/A	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

Employees are empowered and encouraged to solve problems on their own.		
Answer Options	Response Frequency	Response Count
strongly agree	3.8%	1
agree	50.0%	13
neutral	15.4%	4
disagree	19.2%	5
strongly disagree	11.5%	3
N/A	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

Employees are given the freedom and authority they need to make necessary decisions.		
Answer Options	Response Frequency	Response Count
strongly agree	3.8%	1
agree	23.1%	6
neutral	30.8%	8
disagree	26.9%	7
strongly disagree	15.4%	4
N/A	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

I have a clear understanding of the goals and expectations of King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	15.4%	4
agree	19.2%	5
neutral	30.8%	8
disagree	23.1%	6
strongly disagree	11.5%	3
N/A	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

I have a clear understanding of the values and behavioral standards for King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	19.2%	5
agree	23.1%	6
neutral	30.8%	8
disagree	19.2%	5
strongly disagree	7.7%	2
N/A	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

I am very satisfied with my job.		
Answer Options	Response Frequency	Response Count
strongly agree	19.2%	5
agree	30.8%	8
neutral	38.5%	10
disagree	11.5%	3
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

The work I do makes a difference to King County.		
Answer Options	Response Frequency	Response Count
strongly agree	30.8%	8
agree	65.4%	17
neutral	3.8%	1
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

My talents and skills are valued at work.		
Answer Options	Response Frequency	Response Count
strongly agree	24.0%	6
agree	40.0%	10
neutral	24.0%	6
disagree	8.0%	2
strongly disagree	4.0%	1
N/A	0.0%	0
<i>answered question</i>		25
<i>skipped question</i>		1

My job does not cause me stress or anxiety.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	19.2%	5
neutral	26.9%	7
disagree	30.8%	8
strongly disagree	23.1%	6
N/A	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

The amount and scope of work I am asked to do is always reasonable.		
Answer Options	Response Frequency	Response Count
strongly agree	3.8%	1
agree	19.2%	5
neutral	23.1%	6
disagree	38.5%	10
strongly disagree	15.4%	4
N/A	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

I plan to continue working for King County for the foreseeable future.		
Answer Options	Response Frequency	Response Count
strongly agree	30.8%	8
agree	38.5%	10
neutral	15.4%	4
disagree	11.5%	3
strongly disagree	3.8%	1
N/A	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

I feel like I am a part of the Office of King County Information Technology (KCIT).		
Answer Options	Response Frequency	Response Count
strongly agree	7.7%	2
agree	7.7%	2
neutral	26.9%	7
disagree	30.8%	8
strongly disagree	26.9%	7
N/A	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

King County retains its most talented IT employees.		
Answer Options	Response Frequency	Response Count
strongly agree	3.8%	1
agree	7.7%	2
neutral	38.5%	10
disagree	34.6%	9
strongly disagree	15.4%	4
N/A	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

I know what I need to do to be successful in my position in King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	19.2%	5
agree	34.6%	9
neutral	19.2%	5
disagree	23.1%	6
strongly disagree	3.8%	1
N/A	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

I feel supported in my professional development.		
Answer Options	Response Frequency	Response Count
strongly agree	3.8%	1
agree	26.9%	7
neutral	30.8%	8
disagree	19.2%	5
strongly disagree	19.2%	5
N/A	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

I have been employed by King County for:		
Answer Options	Response Frequency	Response Count
less than 2 years	11.5%	3
2-9 years	15.4%	4
over 9 years	73.1%	19
not sure	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

I am:		
Answer Options	Response Frequency	Response Count
represented	92.3%	24
non-represented	3.8%	1
not sure	3.8%	1
<i>answered question</i>		26
<i>skipped question</i>		0

I am:		
Answer Options	Response Frequency	Response Count
a manager or supervisor	15.4%	4
staff	76.9%	20
not sure	7.7%	2
<i>answered question</i>		26
<i>skipped question</i>		0

Table C-8: Central IT
King County IT Employee Satisfaction Survey II

There is an atmosphere of trust in my workplace.		
Answer Options	Response Frequency	Response Count
strongly agree	1.4%	1
agree	25.7%	18
neutral	22.9%	16
disagree	31.4%	22
strongly disagree	18.6%	13
N/A	0.0%	0
<i>answered question</i>		70
<i>skipped question</i>		0

I can take action to resolve problems without the need for many formal approvals.		
Answer Options	Response Frequency	Response Count
strongly agree	5.7%	4
agree	28.6%	20
neutral	21.4%	15
disagree	30.0%	21
strongly disagree	14.3%	10
N/A	0.0%	0
<i>answered question</i>		70
<i>skipped question</i>		0

I have the resources I need to provide excellent customer service.		
Answer Options	Response Frequency	Response Count
strongly agree	5.7%	4
agree	30.0%	21
neutral	27.1%	19
disagree	24.3%	17
strongly disagree	11.4%	8
N/A	1.4%	1
<i>answered question</i>		70
<i>skipped question</i>		0

I work as a member of one or more teams of colleagues.		
Answer Options	Response Frequency	Response Count
strongly agree	20.0%	14
agree	55.7%	39
neutral	15.7%	11
disagree	8.6%	6
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		70
<i>skipped question</i>		0

Customer needs are the top priority for King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	18.6%	13
agree	22.9%	16
neutral	21.4%	15
disagree	20.0%	14
strongly disagree	15.7%	11
N/A	1.4%	1
<i>answered question</i>		70
<i>skipped question</i>		0

Senior IT management understands our customer's needs.		
Answer Options	Response Frequency	Response Count
strongly agree	2.9%	2
agree	27.1%	19
neutral	18.6%	13
disagree	21.4%	15
strongly disagree	28.6%	20
N/A	1.4%	1
<i>answered question</i>		70
<i>skipped question</i>		0

Employee input is considered before important decisions or changes are made.		
Answer Options	Response Frequency	Response Count
strongly agree	2.9%	2
agree	7.2%	5
neutral	27.5%	19
disagree	31.9%	22
strongly disagree	30.4%	21
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		1

Senior IT management communicates well with the rest of the organization.		
Answer Options	Response Frequency	Response Count
strongly agree	2.9%	2
agree	14.5%	10
neutral	24.6%	17
disagree	29.0%	20
strongly disagree	29.0%	20
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		1

Information and knowledge are shared openly and frequently across King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	1.4%	1
agree	13.0%	9
neutral	26.1%	18
disagree	33.3%	23
strongly disagree	26.1%	18
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		1

IT staff work cooperatively with each other throughout King County IT to meet customer needs.		
Answer Options	Response Frequency	Response Count
strongly agree	2.9%	2
agree	28.6%	20
neutral	28.6%	20
disagree	21.4%	15
strongly disagree	17.1%	12
N/A	1.4%	1
<i>answered question</i>		70
<i>skipped question</i>		0

We are held accountable for achieving goals and meeting expectations.		
Answer Options	Response Frequency	Response Count
strongly agree	11.4%	8
agree	38.6%	27
neutral	18.6%	13
disagree	24.3%	17
strongly disagree	7.1%	5
N/A	0.0%	0
<i>answered question</i>		70
<i>skipped question</i>		0

Employees are empowered and encouraged to solve problems on their own.		
Answer Options	Response Frequency	Response Count
strongly agree	4.4%	3
agree	27.9%	19
neutral	23.5%	16
disagree	32.4%	22
strongly disagree	11.8%	8
N/A	0.0%	0
<i>answered question</i>		68
<i>skipped question</i>		2

Employees are given the freedom and authority they need to make necessary decisions.		
Answer Options	Response Frequency	Response Count
strongly agree	1.4%	1
agree	26.1%	18
neutral	24.6%	17
disagree	29.0%	20
strongly disagree	18.8%	13
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		1

I have a clear understanding of the goals and expectations of King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	2.9%	2
agree	27.5%	19
neutral	30.4%	21
disagree	23.2%	16
strongly disagree	15.9%	11
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		1

I have a clear understanding of the values and behavioral standards for King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	7.1%	5
agree	35.7%	25
neutral	30.0%	21
disagree	15.7%	11
strongly disagree	11.4%	8
N/A	0.0%	0
<i>answered question</i>		70
<i>skipped question</i>		0

I am very satisfied with my job.		
Answer Options	Response Frequency	Response Count
strongly agree	8.6%	6
agree	38.6%	27
neutral	30.0%	21
disagree	12.9%	9
strongly disagree	10.0%	7
N/A	0.0%	0
<i>answered question</i>		70
<i>skipped question</i>		0

The work I do makes a difference to King County.		
Answer Options	Response Frequency	Response Count
strongly agree	15.9%	11
agree	63.8%	44
neutral	15.9%	11
disagree	0.0%	0
strongly disagree	4.3%	3
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		1

My talents and skills are valued at work.		
Answer Options	Response Frequency	Response Count
strongly agree	10.0%	7
agree	48.6%	34
neutral	20.0%	14
disagree	8.6%	6
strongly disagree	12.9%	9
N/A	0.0%	0
<i>answered question</i>		70
<i>skipped question</i>		0

My job does not cause me stress or anxiety.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	15.7%	11
neutral	31.4%	22
disagree	28.6%	20
strongly disagree	24.3%	17
N/A	0.0%	0
<i>answered question</i>		70
<i>skipped question</i>		0

The amount and scope of work I am asked to do is always reasonable.		
Answer Options	Response Frequency	Response Count
strongly agree	1.4%	1
agree	27.1%	19
neutral	25.7%	18
disagree	28.6%	20
strongly disagree	17.1%	12
N/A	0.0%	0
<i>answered question</i>		70
<i>skipped question</i>		0

I plan to continue working for King County for the foreseeable future.		
Answer Options	Response Frequency	Response Count
strongly agree	22.9%	16
agree	47.1%	33
neutral	25.7%	18
disagree	1.4%	1
strongly disagree	2.9%	2
N/A	0.0%	0
<i>answered question</i>		70
<i>skipped question</i>		0

I feel like I am a part of the Office of King County Information Technology (KCIT).		
Answer Options	Response Frequency	Response Count
strongly agree	15.7%	11
agree	37.1%	26
neutral	21.4%	15
disagree	15.7%	11
strongly disagree	10.0%	7
N/A	0.0%	0
<i>answered question</i>		70
<i>skipped question</i>		0

King County retains its most talented IT employees.		
Answer Options	Response Frequency	Response Count
strongly agree	2.9%	2
agree	21.4%	15
neutral	35.7%	25
disagree	20.0%	14
strongly disagree	17.1%	12
N/A	2.9%	2
<i>answered question</i>		70
<i>skipped question</i>		0

I know what I need to do to be successful in my position in King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	5.7%	4
agree	47.1%	33
neutral	31.4%	22
disagree	10.0%	7
strongly disagree	5.7%	4
N/A	0.0%	0
<i>answered question</i>		70
<i>skipped question</i>		0

I feel supported in my professional development.		
Answer Options	Response Frequency	Response Count
strongly agree	4.3%	3
agree	35.7%	25
neutral	22.9%	16
disagree	18.6%	13
strongly disagree	18.6%	13
N/A	0.0%	0
<i>answered question</i>		70
<i>skipped question</i>		0

My department is:		
Answer Options	Response Frequency	Response Count
KCIT DAJD	0.0%	0
KCIT DCHS	0.0%	0
KCIT DES	0.0%	0
KCIT DDES	0.0%	0
KCIT DPH	0.0%	0
KCIT DNRP	0.0%	0
KCIT DOT	0.0%	0
KCIT Central	100.0%	70
<i>answered question</i>		70
<i>skipped question</i>		0

I have been employed by King County for:		
Answer Options	Response Frequency	Response Count
less than 2 years	7.2%	5
2-9 years	50.7%	35
over 9 years	42.0%	29
not sure	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		1

I am:		
Answer Options	Response Frequency	Response Count
represented	69.6%	48
non-represented	30.4%	21
not sure	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		1

I am:		
Answer Options	Response Frequency	Response Count
a manager or supervisor	23.5%	16
staff	73.5%	50
not sure	2.9%	2
<i>answered question</i>		68
<i>skipped question</i>		2

Appendix D:
Survey Tables - Represented
Employee, Non-Represented
Employee, Managers/
Supervisors, and Staff

- Table D-1: Represented Employee
- Table D-2: Non-Represented Employee
- Table D-3: Managers and Supervisors
- Table D-4: Staff

**Table D-1: Represented Employee
King County IT Employee Satisfaction Survey II**

There is an atmosphere of trust in my workplace.		
Answer Options	Response Frequency	Response Count
strongly agree	9.6%	14
agree	26.7%	39
neutral	20.5%	30
disagree	24.7%	36
strongly disagree	18.5%	27
N/A	0.0%	0
<i>answered question</i>		146
<i>skipped question</i>		1

I can take action to resolve problems without the need for many formal approvals.		
Answer Options	Response Frequency	Response Count
strongly agree	11.6%	17
agree	32.9%	48
neutral	15.1%	22
disagree	26.0%	38
strongly disagree	14.4%	21
N/A	0.0%	0
<i>answered question</i>		146
<i>skipped question</i>		1

I have the resources I need to provide excellent customer service.		
Answer Options	Response Frequency	Response Count
strongly agree	9.6%	14
agree	29.5%	43
neutral	29.5%	43
disagree	21.9%	32
strongly disagree	9.6%	14
N/A	0.0%	0
<i>answered question</i>		146
<i>skipped question</i>		1

I work as a member of one or more teams of colleagues.		
Answer Options	Response Frequency	Response Count
strongly agree	23.3%	34
agree	57.5%	84
neutral	11.0%	16
disagree	6.8%	10
strongly disagree	1.4%	2
N/A	0.0%	0
<i>answered question</i>		146
<i>skipped question</i>		1

Customer needs are the top priority for King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	17.8%	26
agree	25.3%	37
neutral	21.9%	32
disagree	19.2%	28
strongly disagree	15.1%	22
N/A	0.7%	1
<i>answered question</i>		146
<i>skipped question</i>		1

Senior IT management understands our customer's needs.		
Answer Options	Response Frequency	Response Count
strongly agree	6.2%	9
agree	24.7%	36
neutral	24.0%	35
disagree	21.9%	32
strongly disagree	22.6%	33
N/A	0.7%	1
<i>answered question</i>		146
<i>skipped question</i>		1

Employee input is considered before important decisions or changes are made.		
Answer Options	Response Frequency	Response Count
strongly agree	2.7%	4
agree	16.4%	24
neutral	26.7%	39
disagree	32.9%	48
strongly disagree	21.2%	31
N/A	0.0%	0
<i>answered question</i>		146

<i>skipped question</i>	1
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Senior IT management communicates well with the rest of the organization.		
Answer Options	Response Frequency	Response Count
strongly agree	2.7%	4
agree	19.2%	28
neutral	30.8%	45
disagree	27.4%	40
strongly disagree	19.9%	29
N/A	0.0%	0
<i>answered question</i>		146
<i>skipped question</i>		1

Information and knowledge are shared openly and frequently across King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	1.4%	2
agree	16.4%	24
neutral	26.7%	39
disagree	31.5%	46
strongly disagree	24.0%	35
N/A	0.0%	0
<i>answered question</i>		146
<i>skipped question</i>		1

IT staff work cooperatively with each other throughout King County IT to meet customer needs.		
Answer Options	Response Frequency	Response Count
strongly agree	2.7%	4
agree	34.7%	51
neutral	26.5%	39
disagree	21.1%	31
strongly disagree	14.3%	21
N/A	0.7%	1
<i>answered question</i>		147
<i>skipped question</i>		0

We are held accountable for achieving goals and meeting expectations.		
Answer Options	Response Frequency	Response Count
strongly agree	8.8%	13
agree	47.6%	70
neutral	21.8%	32
disagree	14.3%	21
strongly disagree	7.5%	11
N/A	0.0%	0
<i>answered question</i>		147
<i>skipped question</i>		0

Employees are empowered and encouraged to solve problems on their own.		
Answer Options	Response Frequency	Response Count
strongly agree	6.9%	10
agree	38.6%	56
neutral	21.4%	31
disagree	22.8%	33
strongly disagree	10.3%	15
N/A	0.0%	0
<i>answered question</i>		145
<i>skipped question</i>		2

Employees are given the freedom and authority they need to make necessary decisions.		
Answer Options	Response Frequency	Response Count
strongly agree	2.7%	4
agree	25.3%	37
neutral	31.5%	46
disagree	24.7%	36
strongly disagree	15.8%	23
N/A	0.0%	0
<i>answered question</i>		146
<i>skipped question</i>		1

I have a clear understanding of the goals and expectations of King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	5.5%	8
agree	25.3%	37
neutral	36.3%	53
disagree	17.8%	26
strongly disagree	15.1%	22
N/A	0.0%	0
<i>answered question</i>		146
<i>skipped question</i>		1

I have a clear understanding of the values and behavioral standards for King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	6.8%	10
agree	32.7%	48
neutral	34.7%	51
disagree	14.3%	21
strongly disagree	11.6%	17
N/A	0.0%	0
<i>answered question</i>		147
<i>skipped question</i>		0

I am very satisfied with my job.		
Answer Options	Response Frequency	Response Count
strongly agree	13.6%	20
agree	37.4%	55
neutral	28.6%	42
disagree	14.3%	21
strongly disagree	6.1%	9
N/A	0.0%	0
<i>answered question</i>		147
<i>skipped question</i>		0

The work I do makes a difference to King County.		
Answer Options	Response Frequency	Response Count
strongly agree	24.5%	36
agree	59.9%	88
neutral	9.5%	14
disagree	2.7%	4
strongly disagree	3.4%	5
N/A	0.0%	0
<i>answered question</i>		147
<i>skipped question</i>		0

My talents and skills are valued at work.		
Answer Options	Response Frequency	Response Count
strongly agree	17.1%	25
agree	45.2%	66
neutral	19.2%	28
disagree	8.9%	13
strongly disagree	9.6%	14
N/A	0.0%	0
<i>answered question</i>		146
<i>skipped question</i>		1

My job does not cause me stress or anxiety.		
Answer Options	Response Frequency	Response Count
strongly agree	2.0%	3
agree	19.7%	29
neutral	21.1%	31
disagree	33.3%	49
strongly disagree	23.8%	35
N/A	0.0%	0
<i>answered question</i>		147
<i>skipped question</i>		0

The amount and scope of work I am asked to do is always reasonable.		
Answer Options	Response Frequency	Response Count
strongly agree	2.7%	4
agree	25.9%	38
neutral	27.9%	41
disagree	29.9%	44
strongly disagree	13.6%	20
N/A	0.0%	0
<i>answered question</i>		147
<i>skipped question</i>		0

I plan to continue working for King County for the foreseeable future.		
Answer Options	Response Frequency	Response Count
strongly agree	23.8%	35
agree	44.9%	66
neutral	22.4%	33
disagree	6.8%	10
strongly disagree	2.0%	3
N/A	0.0%	0
<i>answered question</i>		147
<i>skipped question</i>		0

I feel like I am a part of the Office of King County Information Technology (KCIT).		
Answer Options	Response Frequency	Response Count
strongly agree	9.5%	14
agree	21.1%	31
neutral	21.1%	31
disagree	32.7%	48
strongly disagree	15.6%	23
N/A	0.0%	0
<i>answered question</i>		147
<i>skipped question</i>		0

King County retains its most talented IT employees.		
Answer Options	Response Frequency	Response Count
strongly agree	2.7%	4
agree	14.4%	21
neutral	41.8%	61
disagree	24.0%	35
strongly disagree	15.8%	23
N/A	1.4%	2
<i>answered question</i>		146
<i>skipped question</i>		1

I know what I need to do to be successful in my position in King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	8.8%	13
agree	47.6%	70
neutral	24.5%	36
disagree	11.6%	17
strongly disagree	6.8%	10
N/A	0.7%	1
<i>answered question</i>		147
<i>skipped question</i>		0

I feel supported in my professional development.		
Answer Options	Response Frequency	Response Count
strongly agree	3.4%	5
agree	32.9%	48
neutral	28.1%	41
disagree	18.5%	27
strongly disagree	17.1%	25
N/A	0.0%	0
<i>answered question</i>		146
<i>skipped question</i>		1

My department is:		
Answer Options	Response Frequency	Response Count
KCIT DAJD	1.5%	2
KCIT DCHS	2.3%	3
KCIT DES	6.1%	8
KCIT DDES	6.9%	9
KCIT DPH	10.7%	14
KCIT DNRP	17.6%	23
KCIT DOT	18.3%	24
KCIT Central	36.6%	48
<i>answered question</i>		131
<i>skipped question</i>		16

I have been employed by King County for:		
Answer Options	Response Frequency	Response Count
less than 2 years	4.8%	7
2-9 years	35.2%	51
over 9 years	59.3%	86
not sure	0.7%	1
<i>answered question</i>		145
<i>skipped question</i>		2

I am:		
Answer Options	Response Frequency	Response Count
represented	100.0%	147
non-represented	0.0%	0
not sure	0.0%	0
<i>answered question</i>		147
<i>skipped question</i>		0

I am:		
Answer Options	Response Frequency	Response Count
a manager or supervisor	8.9%	13
staff	88.4%	129
not sure	2.7%	4
<i>answered question</i>		146
<i>skipped question</i>		1

**Table D-2: Non Represented Employee
King County IT Employee Satisfaction Survey II**

There is an atmosphere of trust in my workplace.		
Answer Options	Response Frequency	Response Count
strongly agree	7.7%	3
agree	41.0%	16
neutral	23.1%	9
disagree	20.5%	8
strongly disagree	7.7%	3
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		0

I can take action to resolve problems without the need for many formal approvals.		
Answer Options	Response Frequency	Response Count
strongly agree	7.7%	3
agree	43.6%	17
neutral	20.5%	8
disagree	20.5%	8
strongly disagree	5.1%	2
N/A	2.6%	1
<i>answered question</i>		39
<i>skipped question</i>		0

I have the resources I need to provide excellent customer service.		
Answer Options	Response Frequency	Response Count
strongly agree	12.8%	5
agree	43.6%	17
neutral	12.8%	5
disagree	23.1%	9
strongly disagree	5.1%	2
N/A	2.6%	1
<i>answered question</i>		39
<i>skipped question</i>		0

I work as a member of one or more teams of colleagues.		
Answer Options	Response Frequency	Response Count
strongly agree	35.9%	14
agree	51.3%	20
neutral	10.3%	4
disagree	2.6%	1
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		0

Customer needs are the top priority for King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	15.4%	6
agree	30.8%	12
neutral	28.2%	11
disagree	20.5%	8
strongly disagree	2.6%	1
N/A	2.6%	1
<i>answered question</i>		39
<i>skipped question</i>		0

Senior IT management understands our customer's needs.		
Answer Options	Response Frequency	Response Count
strongly agree	2.6%	1
agree	33.3%	13
neutral	35.9%	14
disagree	17.9%	7
strongly disagree	7.7%	3
N/A	2.6%	1
<i>answered question</i>		39
<i>skipped question</i>		0

Employee input is considered before important decisions or changes are made.		
Answer Options	Response Frequency	Response Count
strongly agree	2.6%	1
agree	15.4%	6
neutral	41.0%	16
disagree	20.5%	8
strongly disagree	20.5%	8
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		0

Senior IT management communicates well with the rest of the organization.		
Answer Options	Response Frequency	Response Count
strongly agree	5.1%	2
agree	25.6%	10
neutral	30.8%	12
disagree	25.6%	10
strongly disagree	12.8%	5
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		0

Information and knowledge are shared openly and frequently across King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	2.6%	1
agree	15.4%	6
neutral	35.9%	14
disagree	33.3%	13
strongly disagree	12.8%	5
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		0

IT staff work cooperatively with each other throughout King County IT to meet customer needs.		
Answer Options	Response Frequency	Response Count
strongly agree	2.6%	1
agree	25.6%	10
neutral	48.7%	19
disagree	17.9%	7
strongly disagree	2.6%	1
N/A	2.6%	1
<i>answered question</i>		39
<i>skipped question</i>		0

We are held accountable for achieving goals and meeting expectations.		
Answer Options	Response Frequency	Response Count
strongly agree	15.4%	6
agree	35.9%	14
neutral	38.5%	15
disagree	10.3%	4
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		0

Employees are empowered and encouraged to solve problems on their own.		
Answer Options	Response Frequency	Response Count
strongly agree	2.6%	1
agree	46.2%	18
neutral	23.1%	9
disagree	25.6%	10
strongly disagree	2.6%	1
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		0

Employees are given the freedom and authority they need to make necessary decisions.		
Answer Options	Response Frequency	Response Count
strongly agree	2.6%	1
agree	38.5%	15
neutral	30.8%	12
disagree	23.1%	9
strongly disagree	5.1%	2
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		0

I have a clear understanding of the goals and expectations of King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	5.1%	2
agree	56.4%	22
neutral	20.5%	8
disagree	10.3%	4
strongly disagree	7.7%	3
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		0

I have a clear understanding of the values and behavioral standards for King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	10.3%	4
agree	48.7%	19
neutral	30.8%	12
disagree	5.1%	2
strongly disagree	5.1%	2
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		0

I am very satisfied with my job.		
Answer Options	Response Frequency	Response Count
strongly agree	10.3%	4
agree	59.0%	23
neutral	20.5%	8
disagree	10.3%	4
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		0

The work I do makes a difference to King County.		
Answer Options	Response Frequency	Response Count
strongly agree	26.3%	10
agree	63.2%	24
neutral	10.5%	4
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		38
<i>skipped question</i>		1

My talents and skills are valued at work.		
Answer Options	Response Frequency	Response Count
strongly agree	20.5%	8
agree	53.8%	21
neutral	15.4%	6
disagree	5.1%	2
strongly disagree	5.1%	2
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		0

My job does not cause me stress or anxiety.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	25.6%	10
neutral	28.2%	11
disagree	25.6%	10
strongly disagree	20.5%	8
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		0

The amount and scope of work I am asked to do is always reasonable.		
Answer Options	Response Frequency	Response Count
strongly agree	2.6%	1
agree	35.9%	14
neutral	25.6%	10
disagree	17.9%	7
strongly disagree	17.9%	7
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		0

I plan to continue working for King County for the foreseeable future.		
Answer Options	Response Frequency	Response Count
strongly agree	33.3%	13
agree	51.3%	20
neutral	15.4%	6
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		0

I feel like I am a part of the Office of King County Information Technology (KCIT).		
Answer Options	Response Frequency	Response Count
strongly agree	15.4%	6
agree	46.2%	18
neutral	23.1%	9
disagree	10.3%	4
strongly disagree	5.1%	2
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		0

King County retains its most talented IT employees.		
Answer Options	Response Frequency	Response Count
strongly agree	2.6%	1
agree	33.3%	13
neutral	33.3%	13
disagree	20.5%	8
strongly disagree	5.1%	2
N/A	5.1%	2
<i>answered question</i>		39
<i>skipped question</i>		0

I know what I need to do to be successful in my position in King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	10.3%	4
agree	59.0%	23
neutral	28.2%	11
disagree	2.6%	1
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		0

I feel supported in my professional development.		
Answer Options	Response Frequency	Response Count
strongly agree	7.7%	3
agree	46.2%	18
neutral	30.8%	12
disagree	15.4%	6
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		0

My department is:		
Answer Options	Response Frequency	Response Count
KCIT DAJD	2.9%	1
KCIT DCHS	8.6%	3
KCIT DES	5.7%	2
KCIT DDES	0.0%	0
KCIT DPH	5.7%	2
KCIT DNRP	14.3%	5
KCIT DOT	2.9%	1
KCIT Central	60.0%	21
<i>answered question</i>		35
<i>skipped question</i>		4

I have been employed by King County for:		
Answer Options	Response Frequency	Response Count
less than 2 years	17.9%	7
2-9 years	38.5%	15
over 9 years	43.6%	17
not sure	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		0

I am:		
Answer Options	Response Frequency	Response Count
represented	0.0%	0
non-represented	100.0%	39
not sure	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		0

I am:		
Answer Options	Response Frequency	Response Count
a manager or supervisor	71.1%	27
staff	28.9%	11
not sure	0.0%	0
<i>answered question</i>		38
<i>skipped question</i>		1

Table D-3: Managers and Supervisors
King County IT Employee Satisfaction Survey II

There is an atmosphere of trust in my workplace.		
Answer Options	Response Frequency	Response Count
strongly agree	7.7%	3
agree	33.3%	13
neutral	28.2%	11
disagree	20.5%	8
strongly disagree	10.3%	4
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		1

I can take action to resolve problems without the need for many formal approvals.		
Answer Options	Response Frequency	Response Count
strongly agree	7.7%	3
agree	46.2%	18
neutral	25.6%	10
disagree	15.4%	6
strongly disagree	5.1%	2
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		1

I have the resources I need to provide excellent customer service.		
Answer Options	Response Frequency	Response Count
strongly agree	7.7%	3
agree	43.6%	17
neutral	12.8%	5
disagree	25.6%	10
strongly disagree	10.3%	4
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		1

I work as a member of one or more teams of colleagues.		
Answer Options	Response Frequency	Response Count
strongly agree	38.5%	15
agree	53.8%	21
neutral	7.7%	3
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		1

Customer needs are the top priority for King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	15.4%	6
agree	35.9%	14
neutral	23.1%	9
disagree	23.1%	9
strongly disagree	2.6%	1
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		1

Senior IT management understands our customer's needs.		
Answer Options	Response Frequency	Response Count
strongly agree	5.1%	2
agree	30.8%	12
neutral	28.2%	11
disagree	17.9%	7
strongly disagree	17.9%	7
N/A	0.0%	0
<i>answered question</i>		39
<i>skipped question</i>		1

Employee input is considered before important decisions or changes are made.		
Answer Options	Response Frequency	Response Count
strongly agree	2.5%	1
agree	15.0%	6
neutral	40.0%	16
disagree	22.5%	9
strongly disagree	20.0%	8
N/A	0.0%	0
<i>answered question</i>		40

Senior IT management communicates well with the rest of the organization.		
Answer Options	Response Frequency	Response Count
strongly agree	2.5%	1
agree	25.0%	10
neutral	32.5%	13
disagree	25.0%	10
strongly disagree	15.0%	6
N/A	0.0%	0
<i>answered question</i>		40
<i>skipped question</i>		0

Information and knowledge are shared openly and frequently across King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	15.0%	6
neutral	37.5%	15
disagree	32.5%	13
strongly disagree	15.0%	6
N/A	0.0%	0
<i>answered question</i>		40
<i>skipped question</i>		0

IT staff work cooperatively with each other throughout King County IT to meet customer needs.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	25.0%	10
neutral	47.5%	19
disagree	20.0%	8
strongly disagree	7.5%	3
N/A	0.0%	0
<i>answered question</i>		40
<i>skipped question</i>		0

We are held accountable for achieving goals and meeting expectations.		
Answer Options	Response Frequency	Response Count
strongly agree	12.5%	5
agree	30.0%	12
neutral	47.5%	19
disagree	10.0%	4
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		40
<i>skipped question</i>		0

Employees are empowered and encouraged to solve problems on their own.		
Answer Options	Response Frequency	Response Count
strongly agree	2.5%	1
agree	42.5%	17
neutral	25.0%	10
disagree	27.5%	11
strongly disagree	2.5%	1
N/A	0.0%	0
<i>answered question</i>		40
<i>skipped question</i>		0

Employees are given the freedom and authority they need to make necessary decisions.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	37.5%	15
neutral	30.0%	12
disagree	25.0%	10
strongly disagree	7.5%	3
N/A	0.0%	0
<i>answered question</i>		40
<i>skipped question</i>		0

I have a clear understanding of the goals and expectations of King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	5.0%	2
agree	47.5%	19
neutral	22.5%	9
disagree	17.5%	7
strongly disagree	7.5%	3
N/A	0.0%	0
<i>answered question</i>		40
<i>skipped question</i>		0

I have a clear understanding of the values and behavioral standards for King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	12.5%	5
agree	37.5%	15
neutral	35.0%	14
disagree	7.5%	3
strongly disagree	7.5%	3
N/A	0.0%	0
<i>answered question</i>		40
<i>skipped question</i>		0

I am very satisfied with my job.		
Answer Options	Response Frequency	Response Count
strongly agree	10.0%	4
agree	47.5%	19
neutral	30.0%	12
disagree	12.5%	5
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		40
<i>skipped question</i>		0

The work I do makes a difference to King County.		
Answer Options	Response Frequency	Response Count
strongly agree	30.0%	12
agree	62.5%	25
neutral	7.5%	3
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		40
<i>skipped question</i>		0

My talents and skills are valued at work.		
Answer Options	Response Frequency	Response Count
strongly agree	27.5%	11
agree	40.0%	16
neutral	22.5%	9
disagree	5.0%	2
strongly disagree	5.0%	2
N/A	0.0%	0
<i>answered question</i>		40
<i>skipped question</i>		0

My job does not cause me stress or anxiety.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	20.0%	8
neutral	27.5%	11
disagree	25.0%	10
strongly disagree	27.5%	11
N/A	0.0%	0
<i>answered question</i>		40
<i>skipped question</i>		0

The amount and scope of work I am asked to do is always reasonable.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	25.0%	10
neutral	27.5%	11
disagree	22.5%	9
strongly disagree	25.0%	10
N/A	0.0%	0
<i>answered question</i>		40
<i>skipped question</i>		0

I plan to continue working for King County for the foreseeable future.		
Answer Options	Response Frequency	Response Count
strongly agree	32.5%	13
agree	42.5%	17
neutral	20.0%	8
disagree	5.0%	2
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		40
<i>skipped question</i>		0

I feel like I am a part of the Office of King County Information Technology (KCIT).		
Answer Options	Response Frequency	Response Count
strongly agree	12.5%	5
agree	42.5%	17
neutral	15.0%	6
disagree	17.5%	7
strongly disagree	12.5%	5
N/A	0.0%	0
<i>answered question</i>		40
<i>skipped question</i>		0

King County retains its most talented IT employees.		
Answer Options	Response Frequency	Response Count
strongly agree	2.5%	1
agree	32.5%	13
neutral	37.5%	15
disagree	17.5%	7
strongly disagree	10.0%	4
N/A	0.0%	0
<i>answered question</i>		40
<i>skipped question</i>		0

I know what I need to do to be successful in my position in King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	7.5%	3
agree	55.0%	22
neutral	30.0%	12
disagree	7.5%	3
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		40
<i>skipped question</i>		0

I feel supported in my professional development.		
Answer Options	Response Frequency	Response Count
strongly agree	10.0%	4
agree	40.0%	16
neutral	32.5%	13
disagree	17.5%	7
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		40
<i>skipped question</i>		0

My department is:		
Answer Options	Response Frequency	Response Count
KCIT DAJD	2.8%	1
KCIT DCHS	8.3%	3
KCIT DES	8.3%	3
KCIT DDES	0.0%	0
KCIT DPH	5.6%	2
KCIT DNRP	19.4%	7
KCIT DOT	11.1%	4
KCIT Central	44.4%	16
<i>answered question</i>		36
<i>skipped question</i>		4

I have been employed by King County for:		
Answer Options	Response Frequency	Response Count
less than 2 years	5.0%	2
2-9 years	35.0%	14
over 9 years	60.0%	24
not sure	0.0%	0
<i>answered question</i>		40
<i>skipped question</i>		0

I am:		
Answer Options	Response Frequency	Response Count
represented	32.5%	13
non-represented	67.5%	27
not sure	0.0%	0
<i>answered question</i>		40
<i>skipped question</i>		0

I am:		
Answer Options	Response Frequency	Response Count
a manager or supervisor	100.0%	40
staff	0.0%	0
not sure	0.0%	0
<i>answered question</i>		40
<i>skipped question</i>		0

Table D-4: Staff

Executive Branch IT (KCIT) Employee Satisfaction Survey #2		
There is an atmosphere of trust in my workplace.		
Answer Options	Response Frequency	Response Count
strongly agree	9.7%	14
agree	29.0%	42
neutral	19.3%	28
disagree	24.1%	35
strongly disagree	17.9%	26
N/A	0.0%	0
<i>answered question</i>		145
<i>skipped question</i>		0

I can take action to resolve problems without the need for many formal approvals.		
Answer Options	Response Frequency	Response Count
strongly agree	11.7%	17
agree	31.7%	46
neutral	12.4%	18
disagree	28.3%	41
strongly disagree	15.2%	22
N/A	0.7%	1
<i>answered question</i>		145
<i>skipped question</i>		0

I have the resources I need to provide excellent customer service.		
Answer Options	Response Frequency	Response Count
strongly agree	11.7%	17
agree	29.0%	42
neutral	29.0%	42
disagree	20.7%	30
strongly disagree	9.0%	13
N/A	0.7%	1
<i>answered question</i>		145
<i>skipped question</i>		0

I work as a member of one or more teams of colleagues.		
Answer Options	Response Frequency	Response Count
strongly agree	22.8%	33
agree	57.9%	84
neutral	11.0%	16
disagree	6.9%	10
strongly disagree	1.4%	2
N/A	0.0%	0
<i>answered question</i>		145
<i>skipped question</i>		0

Customer needs are the top priority for King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	17.2%	25
agree	26.2%	38
neutral	23.4%	34
disagree	17.9%	26
strongly disagree	13.8%	20
N/A	1.4%	2
<i>answered question</i>		145
<i>skipped question</i>		0

Senior IT management understands our customer's needs.		
Answer Options	Response Frequency	Response Count
strongly agree	6.2%	9
agree	26.2%	38
neutral	26.2%	38
disagree	22.8%	33
strongly disagree	17.2%	25
N/A	1.4%	2
<i>answered question</i>		145
<i>skipped question</i>		0

Employee input is considered before important decisions or changes are made.		
Answer Options	Response Frequency	Response Count
strongly agree	2.8%	4
agree	17.4%	25
neutral	27.8%	40
disagree	31.3%	45
strongly disagree	20.8%	30
N/A	0.0%	0
<i>answered question</i>		144
<i>skipped question</i>		1

Senior IT management communicates well with the rest of the organization.		
Answer Options	Response Frequency	Response Count
strongly agree	3.5%	5
agree	20.8%	30
neutral	29.9%	43
disagree	27.8%	40
strongly disagree	18.1%	26
N/A	0.0%	0
<i>answered question</i>		144
<i>skipped question</i>		1

Information and knowledge are shared openly and frequently across King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	2.1%	3
agree	17.4%	25
neutral	25.7%	37
disagree	31.9%	46
strongly disagree	22.9%	33
N/A	0.0%	0
<i>answered question</i>		144
<i>skipped question</i>		1

IT staff work cooperatively with each other throughout King County IT to meet customer needs.		
Answer Options	Response Frequency	Response Count
strongly agree	4.1%	6
agree	35.9%	52
neutral	26.9%	39
disagree	20.0%	29
strongly disagree	11.7%	17
N/A	1.4%	2
<i>answered question</i>		145
<i>skipped question</i>		0

We are held accountable for achieving goals and meeting expectations.		
Answer Options	Response Frequency	Response Count
strongly agree	9.7%	14
agree	49.7%	72
neutral	20.7%	30
disagree	13.8%	20
strongly disagree	6.2%	9
N/A	0.0%	0
<i>answered question</i>		145
<i>skipped question</i>		0

Employees are empowered and encouraged to solve problems on their own.		
Answer Options	Response Frequency	Response Count
strongly agree	7.0%	10
agree	40.6%	58
neutral	20.3%	29
disagree	22.4%	32
strongly disagree	9.8%	14
N/A	0.0%	0
<i>answered question</i>		143
<i>skipped question</i>		2

Employees are given the freedom and authority they need to make necessary decisions.		
Answer Options	Response Frequency	Response Count
strongly agree	3.5%	5
agree	26.4%	38
neutral	31.3%	45
disagree	23.6%	34
strongly disagree	15.3%	22
N/A	0.0%	0
<i>answered question</i>		144
<i>skipped question</i>		1

I have a clear understanding of the goals and expectations of King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	5.6%	8
agree	29.2%	42
neutral	36.1%	52
disagree	13.9%	20
strongly disagree	15.3%	22
N/A	0.0%	0
<i>answered question</i>		144
<i>skipped question</i>		1

I have a clear understanding of the values and behavioral standards for King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	6.9%	10
agree	34.5%	50
neutral	35.2%	51
disagree	12.4%	18
strongly disagree	11.0%	16
N/A	0.0%	0
<i>answered question</i>		145
<i>skipped question</i>		0

I am very satisfied with my job.		
Answer Options	Response Frequency	Response Count
strongly agree	13.8%	20
agree	40.0%	58
neutral	26.2%	38
disagree	13.8%	20
strongly disagree	6.2%	9
N/A	0.0%	0
<i>answered question</i>		145
<i>skipped question</i>		0

The work I do makes a difference to King County.		
Answer Options	Response Frequency	Response Count
strongly agree	22.9%	33
agree	57.6%	83
neutral	12.5%	18
disagree	3.5%	5
strongly disagree	3.5%	5
N/A	0.0%	0
<i>answered question</i>		144
<i>skipped question</i>		1

My talents and skills are valued at work.		
Answer Options	Response Frequency	Response Count
strongly agree	15.3%	22
agree	47.2%	68
neutral	18.8%	27
disagree	9.7%	14
strongly disagree	9.0%	13
N/A	0.0%	0
<i>answered question</i>		144
<i>skipped question</i>		1

My job does not cause me stress or anxiety.		
Answer Options	Response Frequency	Response Count
strongly agree	2.8%	4
agree	21.4%	31
neutral	23.4%	34
disagree	32.4%	47
strongly disagree	20.0%	29
N/A	0.0%	0
<i>answered question</i>		145
<i>skipped question</i>		0

The amount and scope of work I am asked to do is always reasonable.		
Answer Options	Response Frequency	Response Count
strongly agree	4.1%	6
agree	29.0%	42
neutral	29.7%	43
disagree	26.2%	38
strongly disagree	11.0%	16
N/A	0.0%	0
<i>answered question</i>		145
<i>skipped question</i>		0

I plan to continue working for King County for the foreseeable future.		
Answer Options	Response Frequency	Response Count
strongly agree	24.8%	36
agree	47.6%	69
neutral	20.7%	30
disagree	4.8%	7
strongly disagree	2.1%	3
N/A	0.0%	0
<i>answered question</i>		145
<i>skipped question</i>		0

I feel like I am a part of the Office of King County Information Technology (KCIT).		
Answer Options	Response Frequency	Response Count
strongly agree	10.3%	15
agree	22.8%	33
neutral	24.1%	35
disagree	30.3%	44
strongly disagree	12.4%	18
N/A	0.0%	0
<i>answered question</i>		145
<i>skipped question</i>		0

King County retains its most talented IT employees.		
Answer Options	Response Frequency	Response Count
strongly agree	2.8%	4
agree	16.0%	23
neutral	41.0%	59
disagree	25.0%	36
strongly disagree	12.5%	18
N/A	2.8%	4
<i>answered question</i>		144
<i>skipped question</i>		1

I know what I need to do to be successful in my position in King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	10.3%	15
agree	50.3%	73
neutral	22.8%	33
disagree	9.0%	13
strongly disagree	6.9%	10
N/A	0.7%	1
<i>answered question</i>		145
<i>skipped question</i>		0

I feel supported in my professional development.		
Answer Options	Response Frequency	Response Count
strongly agree	2.8%	4
agree	33.3%	48
neutral	28.5%	41
disagree	17.4%	25
strongly disagree	18.1%	26
N/A	0.0%	0
<i>answered question</i>		144
<i>skipped question</i>		1

My department is:		
Answer Options	Response Frequency	Response Count
KCIT DAJD	1.6%	2
KCIT DCHS	2.4%	3
KCIT DES	5.6%	7
KCIT DDES	7.1%	9
KCIT DPH	11.1%	14
KCIT DNRP	16.7%	21
KCIT DOT	15.9%	20
KCIT Central	39.7%	50
<i>answered question</i>		126
<i>skipped question</i>		19

I have been employed by King County for:		
Answer Options	Response Frequency	Response Count
less than 2 years	9.9%	14
2-9 years	35.9%	51
over 9 years	53.5%	76
not sure	0.7%	1
<i>answered question</i>		142
<i>skipped question</i>		3

I am:		
Answer Options	Response Frequency	Response Count
represented	90.8%	129
non-represented	7.7%	11
not sure	1.4%	2
<i>answered question</i>		142
<i>skipped question</i>		3

I am:		
Answer Options	Response Frequency	Response Count
a manager or supervisor	0.0%	0
staff	100.0%	145
not sure	0.0%	0
<i>answered question</i>		145
<i>skipped question</i>		0

Appendix E:

Survey Tables – Length of Time with the County

- Table E-1: Less than 2 Years with the County
- Table E-2: 2 – 9 Years with the County
- Table E-3: Over 9 Years with the County

Table E-1: Less Than 2 Years with the County

Executive Branch IT (KCIT) Employee Satisfaction Survey #2		
There is an atmosphere of trust in my workplace.		
Answer Options	Response Frequency	Response Count
strongly agree	12.5%	2
agree	43.8%	7
neutral	18.8%	3
disagree	18.8%	3
strongly disagree	6.3%	1
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

I can take action to resolve problems without the need for many formal approvals.		
Answer Options	Response Frequency	Response Count
strongly agree	18.8%	3
agree	31.3%	5
neutral	12.5%	2
disagree	25.0%	4
strongly disagree	6.3%	1
N/A	6.3%	1
<i>answered question</i>		16
<i>skipped question</i>		0

I have the resources I need to provide excellent customer service.		
Answer Options	Response Frequency	Response Count
strongly agree	25.0%	4
agree	37.5%	6
neutral	12.5%	2
disagree	18.8%	3
strongly disagree	0.0%	0
N/A	6.3%	1
<i>answered question</i>		16
<i>skipped question</i>		0

I work as a member of one or more teams of colleagues.		
Answer Options	Response Frequency	Response Count
strongly agree	18.8%	3
agree	68.8%	11
neutral	12.5%	2
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

Customer needs are the top priority for King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	25.0%	4
agree	37.5%	6
neutral	18.8%	3
disagree	12.5%	2
strongly disagree	0.0%	0
N/A	6.3%	1
<i>answered question</i>		16
<i>skipped question</i>		0

Senior IT management understands our customer's needs.		
Answer Options	Response Frequency	Response Count
strongly agree	18.8%	3
agree	50.0%	8
neutral	18.8%	3
disagree	6.3%	1
strongly disagree	0.0%	0
N/A	6.3%	1
<i>answered question</i>		16
<i>skipped question</i>		0

Employee input is considered before important decisions or changes are made.		
Answer Options	Response Frequency	Response Count
strongly agree	12.5%	2
agree	18.8%	3
neutral	37.5%	6
disagree	31.3%	5
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

Senior IT management communicates well with the rest of the organization.		
Answer Options	Response Frequency	Response Count
strongly agree	12.5%	2
agree	12.5%	2
neutral	56.3%	9
disagree	18.8%	3
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

Information and knowledge are shared openly and frequently across King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	6.3%	1
agree	25.0%	4
neutral	25.0%	4
disagree	43.8%	7
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

IT staff work cooperatively with each other throughout King County IT		
Answer Options	Response Frequency	Response Count
strongly agree	12.5%	2
agree	43.8%	7
neutral	18.8%	3
disagree	18.8%	3
strongly disagree	0.0%	0
N/A	6.3%	1
<i>answered question</i>		16
<i>skipped question</i>		0

We are held accountable for achieving goals and meeting expectations.		
Answer Options	Response Frequency	Response Count
strongly agree	25.0%	4
agree	31.3%	5
neutral	25.0%	4
disagree	18.8%	3
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

Employees are empowered and encouraged to solve problems on their own.		
Answer Options	Response Frequency	Response Count
strongly agree	18.8%	3
agree	43.8%	7
neutral	12.5%	2
disagree	25.0%	4
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

Employees are given the freedom and authority they need to make necessary decisions.		
Answer Options	Response Frequency	Response Count
strongly agree	12.5%	2
agree	31.3%	5
neutral	43.8%	7
disagree	12.5%	2
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

I have a clear understanding of the goals and expectations of King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	6.3%	1
agree	50.0%	8
neutral	37.5%	6
disagree	6.3%	1
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

I have a clear understanding of the values and behavioral standards for King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	12.5%	2
agree	43.8%	7
neutral	43.8%	7
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

I am very satisfied with my job.		
Answer Options	Response Frequency	Response Count
strongly agree	6.3%	1
agree	56.3%	9
neutral	31.3%	5
disagree	6.3%	1
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

The work I do makes a difference to King County.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	86.7%	13
neutral	6.7%	1
disagree	6.7%	1
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		15
<i>skipped question</i>		1

My talents and skills are valued at work.		
Answer Options	Response Frequency	Response Count
strongly agree	6.7%	1
agree	66.7%	10
neutral	20.0%	3
disagree	6.7%	1
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		15
<i>skipped question</i>		1

My job does not cause me stress or anxiety.		
Answer Options	Response Frequency	Response Count
strongly agree	6.3%	1
agree	37.5%	6
neutral	25.0%	4
disagree	31.3%	5
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

The amount and scope of work I am asked to do is always reasonable.		
Answer Options	Response Frequency	Response Count
strongly agree	12.5%	2
agree	56.3%	9
neutral	25.0%	4
disagree	0.0%	0
strongly disagree	6.3%	1
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

I plan to continue working for King County for the foreseeable future.		
Answer Options	Response Frequency	Response Count
strongly agree	6.3%	1
agree	68.8%	11
neutral	25.0%	4
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

I feel like I am a part of the Office of King County Information Technology (KCIT).		
Answer Options	Response Frequency	Response Count
strongly agree	6.3%	1
agree	43.8%	7
neutral	31.3%	5
disagree	18.8%	3
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

King County retains its most talented IT employees.		
Answer Options	Response Frequency	Response Count
strongly agree	6.3%	1
agree	12.5%	2
neutral	43.8%	7
disagree	18.8%	3
strongly disagree	6.3%	1
N/A	12.5%	2
<i>answered question</i>		16
<i>skipped question</i>		0

I know what I need to do to be successful in my position in King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	25.0%	4
agree	50.0%	8
neutral	25.0%	4
disagree	0.0%	0
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

I feel supported in my professional development.		
Answer Options	Response Frequency	Response Count
strongly agree	6.3%	1
agree	37.5%	6
neutral	43.8%	7
disagree	6.3%	1
strongly disagree	6.3%	1
N/A	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

My department is:		
Answer Options	Response Frequency	Response Count
KCIT DAJD	0.0%	0
KCIT DCHS	0.0%	0
KCIT DES	15.4%	2
KCIT DDES	0.0%	0
KCIT DPH	7.7%	1
KCIT DNRP	15.4%	2
KCIT DOT	23.1%	3
KCIT Central	38.5%	5
<i>answered question</i>		13
<i>skipped question</i>		3

I have been employed by King County for:		
Answer Options	Response Frequency	Response Count
less than 2 years	100.0%	16
2-9 years	0.0%	0
over 9 years	0.0%	0
not sure	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

I am:		
Answer Options	Response Frequency	Response Count
represented	43.8%	7
non-represented	43.8%	7
not sure	12.5%	2
<i>answered question</i>		16
<i>skipped question</i>		0

I am:		
Answer Options	Response Frequency	Response Count
a manager or supervisor	12.5%	2
staff	87.5%	14
not sure	0.0%	0
<i>answered question</i>		16
<i>skipped question</i>		0

Table E-2: 2 - 9 Years with the County

Executive Branch IT (KCIT) Employee Satisfaction Survey #2		
There is an atmosphere of trust in my workplace.		
Answer Options	Response Frequency	Response Count
strongly agree	7.2%	5
agree	21.7%	15
neutral	30.4%	21
disagree	23.2%	16
strongly disagree	17.4%	12
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		0

I can take action to resolve problems without the need for many formal approvals.		
Answer Options	Response Frequency	Response Count
strongly agree	8.7%	6
agree	24.6%	17
neutral	21.7%	15
disagree	33.3%	23
strongly disagree	11.6%	8
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		0

I have the resources I need to provide excellent customer service.		
Answer Options	Response Frequency	Response Count
strongly agree	8.7%	6
agree	31.9%	22
neutral	29.0%	20
disagree	23.2%	16
strongly disagree	7.2%	5
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		0

I work as a member of one or more teams of colleagues.		
Answer Options	Response Frequency	Response Count
strongly agree	26.1%	18
agree	52.2%	36
neutral	10.1%	7
disagree	11.6%	8
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		0

Customer needs are the top priority for King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	11.6%	8
agree	29.0%	20
neutral	31.9%	22
disagree	15.9%	11
strongly disagree	11.6%	8
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		0

Senior IT management understands our customer's needs.		
Answer Options	Response Frequency	Response Count
strongly agree	5.8%	4
agree	23.2%	16
neutral	27.5%	19
disagree	24.6%	17
strongly disagree	18.8%	13
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		0

Employee input is considered before important decisions or changes are made.		
Answer Options	Response Frequency	Response Count
strongly agree	1.5%	1
agree	14.7%	10
neutral	30.9%	21
disagree	27.9%	19
strongly disagree	25.0%	17
N/A	0.0%	0
<i>answered question</i>		68
<i>skipped question</i>		1

Senior IT management communicates well with the rest of the organization.		
Answer Options	Response Frequency	Response Count
strongly agree	2.9%	2
agree	16.2%	11
neutral	32.4%	22
disagree	25.0%	17
strongly disagree	23.5%	16
N/A	0.0%	0
<i>answered question</i>		68
<i>skipped question</i>		1

Information and knowledge are shared openly and frequently across King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	13.2%	9
neutral	26.5%	18
disagree	33.8%	23
strongly disagree	26.5%	18
N/A	0.0%	0
<i>answered question</i>		68
<i>skipped question</i>		1

IT staff work cooperatively with each other throughout King County IT		
Answer Options	Response Frequency	Response Count
strongly agree	0.0%	0
agree	36.2%	25
neutral	27.5%	19
disagree	27.5%	19
strongly disagree	8.7%	6
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		0

We are held accountable for achieving goals and meeting expectations.		
Answer Options	Response Frequency	Response Count
strongly agree	5.8%	4
agree	43.5%	30
neutral	26.1%	18
disagree	17.4%	12
strongly disagree	7.2%	5
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		0

Employees are empowered and encouraged to solve problems on their own.		
Answer Options	Response Frequency	Response Count
strongly agree	3.0%	2
agree	43.3%	29
neutral	16.4%	11
disagree	31.3%	21
strongly disagree	6.0%	4
N/A	0.0%	0
<i>answered question</i>		67
<i>skipped question</i>		2

Employees are given the freedom and authority they need to make necessary decisions.		
Answer Options	Response Frequency	Response Count
strongly agree	1.5%	1
agree	27.9%	19
neutral	23.5%	16
disagree	33.8%	23
strongly disagree	13.2%	9
N/A	0.0%	0
<i>answered question</i>		68
<i>skipped question</i>		1

I have a clear understanding of the goals and expectations of King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	2.9%	2
agree	33.8%	23
neutral	35.3%	24
disagree	19.1%	13
strongly disagree	8.8%	6
N/A	0.0%	0
<i>answered question</i>		68
<i>skipped question</i>		1

I have a clear understanding of the values and behavioral standards for King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	5.8%	4
agree	36.2%	25
neutral	37.7%	26
disagree	15.9%	11
strongly disagree	4.3%	3
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		0

I am very satisfied with my job.		
Answer Options	Response Frequency	Response Count
strongly agree	10.1%	7
agree	40.6%	28
neutral	30.4%	21
disagree	15.9%	11
strongly disagree	2.9%	2
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		0

The work I do makes a difference to King County.		
Answer Options	Response Frequency	Response Count
strongly agree	17.4%	12
agree	60.9%	42
neutral	20.3%	14
disagree	1.4%	1
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		0

My talents and skills are valued at work.		
Answer Options	Response Frequency	Response Count
strongly agree	17.4%	12
agree	50.7%	35
neutral	15.9%	11
disagree	8.7%	6
strongly disagree	7.2%	5
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		0

My job does not cause me stress or anxiety.		
Answer Options	Response Frequency	Response Count
strongly agree	1.4%	1
agree	18.8%	13
neutral	23.2%	16
disagree	30.4%	21
strongly disagree	26.1%	18
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		0

The amount and scope of work I am asked to do is always reasonable.		
Answer Options	Response Frequency	Response Count
strongly agree	1.4%	1
agree	27.5%	19
neutral	29.0%	20
disagree	31.9%	22
strongly disagree	10.1%	7
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		0

I plan to continue working for King County for the foreseeable future.		
Answer Options	Response Frequency	Response Count
strongly agree	27.5%	19
agree	39.1%	27
neutral	26.1%	18
disagree	7.2%	5
strongly disagree	0.0%	0
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		0

I feel like I am a part of the Office of King County Information Technology (KCIT).		
Answer Options	Response Frequency	Response Count
strongly agree	11.6%	8
agree	36.2%	25
neutral	17.4%	12
disagree	24.6%	17
strongly disagree	10.1%	7
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		0

King County retains its most talented IT employees.		
Answer Options	Response Frequency	Response Count
strongly agree	4.3%	3
agree	24.6%	17
neutral	34.8%	24
disagree	23.2%	16
strongly disagree	11.6%	8
N/A	1.4%	1
<i>answered question</i>		69
<i>skipped question</i>		0

I know what I need to do to be successful in my position in King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	10.1%	7
agree	50.7%	35
neutral	24.6%	17
disagree	10.1%	7
strongly disagree	4.3%	3
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		0

I feel supported in my professional development.		
Answer Options	Response Frequency	Response Count
strongly agree	4.3%	3
agree	37.7%	26
neutral	27.5%	19
disagree	18.8%	13
strongly disagree	11.6%	8
N/A	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		0

My department is:		
Answer Options	Response Frequency	Response Count
KCIT DAJD	1.6%	1
KCIT DCHS	1.6%	1
KCIT DES	6.5%	4
KCIT DDES	6.5%	4
KCIT DPH	16.1%	10
KCIT DNRP	4.8%	3
KCIT DOT	6.5%	4
KCIT Central	56.5%	35
<i>answered question</i>		62
<i>skipped question</i>		7

I have been employed by King County for:		
Answer Options	Response Frequency	Response Count
less than 2 years	0.0%	0
2-9 years	100.0%	69
over 9 years	0.0%	0
not sure	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		0

I am:		
Answer Options	Response Frequency	Response Count
represented	77.3%	51
non-represented	22.7%	15
not sure	0.0%	0
<i>answered question</i>		66
<i>skipped question</i>		3

I am:		
Answer Options	Response Frequency	Response Count
a manager or supervisor	20.9%	14
staff	76.1%	51
not sure	3.0%	2
<i>answered question</i>		67
<i>skipped question</i>		2

Table E-3: Over 9 Years with the County

Executive Branch IT (KCIT) Employee Satisfaction Survey #2		
There is an atmosphere of trust in my workplace.		
Answer Options	Response Frequency	Response Count
strongly agree	10.7%	11
agree	32.0%	33
neutral	15.5%	16
disagree	23.3%	24
strongly disagree	18.4%	19
N/A	0.0%	0
<i>answered question</i>		103
<i>skipped question</i>		1

I can take action to resolve problems without the need for many formal approvals.		
Answer Options	Response Frequency	Response Count
strongly agree	11.7%	12
agree	41.7%	43
neutral	12.6%	13
disagree	19.4%	20
strongly disagree	14.6%	15
N/A	0.0%	0
<i>answered question</i>		103
<i>skipped question</i>		1

I have the resources I need to provide excellent customer service.		
Answer Options	Response Frequency	Response Count
strongly agree	10.7%	11
agree	30.1%	31
neutral	26.2%	27
disagree	20.4%	21
strongly disagree	12.6%	13
N/A	0.0%	0
<i>answered question</i>		103
<i>skipped question</i>		1

I work as a member of one or more teams of colleagues.		
Answer Options	Response Frequency	Response Count
strongly agree	28.2%	29
agree	55.3%	57
neutral	11.7%	12
disagree	3.9%	4
strongly disagree	1.0%	1
N/A	0.0%	0
<i>answered question</i>		103
<i>skipped question</i>		1

Customer needs are the top priority for King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	19.4%	20
agree	25.2%	26
neutral	17.5%	18
disagree	22.3%	23
strongly disagree	14.6%	15
N/A	1.0%	1
<i>answered question</i>		103
<i>skipped question</i>		1

Senior IT management understands our customer's needs.		
Answer Options	Response Frequency	Response Count
strongly agree	3.9%	4
agree	26.2%	27
neutral	25.2%	26
disagree	20.4%	21
strongly disagree	23.3%	24
N/A	1.0%	1
<i>answered question</i>		103
<i>skipped question</i>		1

Employee input is considered before important decisions or changes are made.		
Answer Options	Response Frequency	Response Count
strongly agree	1.9%	2
agree	17.3%	18
neutral	28.8%	30
disagree	28.8%	30
strongly disagree	23.1%	24
N/A	0.0%	0
<i>answered question</i>		104
<i>skipped question</i>		0

Senior IT management communicates well with the rest of the organization.		
Answer Options	Response Frequency	Response Count
strongly agree	1.9%	2
agree	24.0%	25
neutral	26.0%	27
disagree	28.8%	30
strongly disagree	19.2%	20
N/A	0.0%	0
<i>answered question</i>		104
<i>skipped question</i>		0

Information and knowledge are shared openly and frequently across King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	1.9%	2
agree	17.3%	18
neutral	30.8%	32
disagree	26.9%	28
strongly disagree	23.1%	24
N/A	0.0%	0
<i>answered question</i>		104
<i>skipped question</i>		0

IT staff work cooperatively with each other throughout King County IT to meet customer needs.		
Answer Options	Response Frequency	Response Count
strongly agree	3.8%	4
agree	30.8%	32
neutral	33.7%	35
disagree	15.4%	16
strongly disagree	15.4%	16
N/A	1.0%	1
<i>answered question</i>		104
<i>skipped question</i>		0

We are held accountable for achieving goals and meeting expectations.		
Answer Options	Response Frequency	Response Count
strongly agree	12.5%	13
agree	46.2%	48
neutral	24.0%	25
disagree	11.5%	12
strongly disagree	5.8%	6
N/A	0.0%	0
<i>answered question</i>		104
<i>skipped question</i>		0

Employees are empowered and encouraged to solve problems on their own.		
Answer Options	Response Frequency	Response Count
strongly agree	5.8%	6
agree	38.5%	40
neutral	26.0%	27
disagree	17.3%	18
strongly disagree	12.5%	13
N/A	0.0%	0
<i>answered question</i>		104
<i>skipped question</i>		0

Employees are given the freedom and authority they need to make necessary decisions.		
Answer Options	Response Frequency	Response Count
strongly agree	1.9%	2
agree	29.8%	31
neutral	32.7%	34
disagree	19.2%	20
strongly disagree	16.3%	17
N/A	0.0%	0
<i>answered question</i>		104
<i>skipped question</i>		0

I have a clear understanding of the goals and expectations of King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	6.7%	7
agree	29.8%	31
neutral	29.8%	31
disagree	14.4%	15
strongly disagree	19.2%	20
N/A	0.0%	0
<i>answered question</i>		104
<i>skipped question</i>		0

I have a clear understanding of the values and behavioral standards for King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	9.6%	10
agree	34.6%	36
neutral	28.8%	30
disagree	11.5%	12
strongly disagree	15.4%	16
N/A	0.0%	0
<i>answered question</i>		104
<i>skipped question</i>		0

I am very satisfied with my job.		
Answer Options	Response Frequency	Response Count
strongly agree	15.4%	16
agree	39.4%	41
neutral	26.0%	27
disagree	13.5%	14
strongly disagree	5.8%	6
N/A	0.0%	0
<i>answered question</i>		104
<i>skipped question</i>		0

The work I do makes a difference to King County.		
Answer Options	Response Frequency	Response Count
strongly agree	33.7%	35
agree	53.8%	56
neutral	4.8%	5
disagree	2.9%	3
strongly disagree	4.8%	5
N/A	0.0%	0
<i>answered question</i>		104
<i>skipped question</i>		0

My talents and skills are valued at work.		
Answer Options	Response Frequency	Response Count
strongly agree	20.2%	21
agree	37.5%	39
neutral	21.2%	22
disagree	9.6%	10
strongly disagree	11.5%	12
N/A	0.0%	0
<i>answered question</i>		104
<i>skipped question</i>		0

My job does not cause me stress or anxiety.		
Answer Options	Response Frequency	Response Count
strongly agree	1.0%	1
agree	19.2%	20
neutral	24.0%	25
disagree	32.7%	34
strongly disagree	23.1%	24
N/A	0.0%	0
<i>answered question</i>		104
<i>skipped question</i>		0

The amount and scope of work I am asked to do is always reasonable.		
Answer Options	Response Frequency	Response Count
strongly agree	1.9%	2
agree	22.1%	23
neutral	29.8%	31
disagree	27.9%	29
strongly disagree	18.3%	19
N/A	0.0%	0
<i>answered question</i>		104
<i>skipped question</i>		0

I plan to continue working for King County for the foreseeable future.		
Answer Options	Response Frequency	Response Count
strongly agree	28.8%	30
agree	45.2%	47
neutral	19.2%	20
disagree	3.8%	4
strongly disagree	2.9%	3
N/A	0.0%	0
<i>answered question</i>		104
<i>skipped question</i>		0

I feel like I am a part of the Office of King County Information Technology (KCIT).		
Answer Options	Response Frequency	Response Count
strongly agree	11.5%	12
agree	16.3%	17
neutral	23.1%	24
disagree	31.7%	33
strongly disagree	17.3%	18
N/A	0.0%	0
<i>answered question</i>		104
<i>skipped question</i>		0

King County retains its most talented IT employees.		
Answer Options	Response Frequency	Response Count
strongly agree	1.9%	2
agree	15.5%	16
neutral	40.8%	42
disagree	25.2%	26
strongly disagree	15.5%	16
N/A	1.0%	1
<i>answered question</i>		103
<i>skipped question</i>		1

I know what I need to do to be successful in my position in King County IT.		
Answer Options	Response Frequency	Response Count
strongly agree	7.8%	8
agree	48.5%	50
neutral	25.2%	26
disagree	10.7%	11
strongly disagree	6.8%	7
N/A	1.0%	1
<i>answered question</i>		103
<i>skipped question</i>		1

I feel supported in my professional development.		
Answer Options	Response Frequency	Response Count
strongly agree	3.9%	4
agree	33.0%	34
neutral	27.2%	28
disagree	17.5%	18
strongly disagree	18.4%	19
N/A	0.0%	0
<i>answered question</i>		103
<i>skipped question</i>		1

My department is:		
Answer Options	Response Frequency	Response Count
KCIT DAJD	2.2%	2
KCIT DCHS	4.4%	4
KCIT DES	4.4%	4
KCIT DDES	6.6%	6
KCIT DPH	5.5%	5
KCIT DNRP	24.2%	22
KCIT DOT	20.9%	19
KCIT Central	31.9%	29
<i>answered question</i>		91
<i>skipped question</i>		13

I have been employed by King County for:		
Answer Options	Response Frequency	Response Count
less than 2 years	0.0%	0
2-9 years	0.0%	0
over 9 years	100.0%	104
not sure	0.0%	0
<i>answered question</i>		104
<i>skipped question</i>		0

I am:		
Answer Options	Response Frequency	Response Count
represented	83.5%	86
non-represented	16.5%	17
not sure	0.0%	0
<i>answered question</i>		103
<i>skipped question</i>		1

I am:		
Answer Options	Response Frequency	Response Count
a manager or supervisor	23.5%	24
staff	74.5%	76
not sure	2.0%	2
<i>answered question</i>		102
<i>skipped question</i>		2